Lessons Learned. **IT Managers** Steel for Rita

Users rush to implement disaster recovery plans, find off-site hosts ahead of latest storm

BY LUGAS MEARIAN

As Hurricane Rita bore down on Texas and Louisiana late last week, Houston-area IT managers scrambled to get disaster recovery plans in place - some keeping in mind lessons that they learned when Hurricane Katrina hit the Gulf Coast late last month

Ritz was projected to make landfall over the weekend, there to continue operations posing the biggest threat to

areas that weren't affected when Katrina plowed into coastal communities in Mississinni Alahama and eastern Louisiana on Aug. 29. David Langston, CIO at Houston-based Allied Home Mortgage Capital Corp., last week said his company was busy arranging for temporary executive office space in Dallas and moving key employees

Rita, page 66



Laptops are taking over as the personal computing machine of corporate America. reports Robert L. Mitchell, Why? Workers want mobility - not just on the road, but within their

several also said they're close-

by following the evolution of

Oracle's Project Fusion prod-

in its support programs.

buildings via wireless networks, PAGE 29

Oracle Users Keep Close Eye on Fusion, Support to reasone them of its inten-

Vendorattempts to reassure customers about product plans

BY MARC L. SQUOIN

As Oracle Corp. continues moving away from its traditional strategy of growing its applications business through internal development and instead expands through lance acquisitions, the company's installed base is watching warile

At Oracle's OpenWorld conference here last week, users said that the company has so far said the right things to try

Metrics Fall Short of Mark On Security tions. At the same time, though

Metrics that measure only the

performance of security peruct road map and new changes sonnel and the tools they use are of limited value when it Oracle, page 68 comes to assessing the true offectiveness of data protection investments, said IT managers at a conference here last week.

Attendees at the conference. which was held by the Information Systems Audit and a better approach is to com-

hine information security metrics with other perfor-Metrics, page 16



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From a manager's view, the fact that we increased stability, improved operations, and reduced costs while adding so many users is very, very good.

Yues Ho .

Director of Corporate Systems and Architecture, efloy

Make a sense for present the Mindous Gener System. Upgarding to Mindous Centrol Wildows Gener System makes it possible for elbay, the leading online marketplace, to consolidate its mail services from \$5 Gown to 23, while handling over seven million – mails a day, heart how the ybelophing Wildows Server 2003 with Echange Server 2003 Wildows Server 2003 with Lechange Server 2004 Wildows Server 2003 with Lechange Server 2004 while reducing the number of male servers and while reducing the number of male servers and mallows by 70 percents. Tog at the fall lefts story on find a Microsoft Certified Partner, go to microsoft Com/West 2005.

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in the Technology section: A new microprocessor architecture is almed at overcoming harriers raised by overhead and overheating and may eventually vield a trillion operations per second. Page 40



Public-Sector Blues

In the Management section: Do public-sector IT projects on had more often then private sector initiatives or as it just that we all get to watch? Either way, certain common problems have gradually become apparent. Page 49

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OPINIONS

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- 24 Don Tennant acknowledges there are differences between public- and private-sector IT operations, but he thinks that fact should bring IT professionals in the two sectors topether, not keep them apart.
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Are IT Priorities

In the Wrong Place?
IT MAKAGEMENT: Alinean's Tom Pisello fin key differences in the spending priorities of top-performing companies and inspards.

Haste Makes Waste

DEVELOPMENT: A study on software metrics yields some surprising results about what ppens when more coders are added to implete a project faster. O Oxfold life 570%

The Best of DEMOSAL ARDWARE: Computerworld's Frank Hayes eat to last week's conference and blogged

oughout the week about the prese of most interest to corporate IT. See what he

Considering a Consulting Career CAREERS: An IT consulting career has tarteges: An II consuming career and ins benefits. But is it right for you? Robert Half Technology's Katherine Spencer Lee explores some of the issues you should con-

The Business Value of RFID WEBCAST: Kids Headquarters serves maj U.S. clothing retailers. In recent years, the company has embraced RFID at practical every stage of its supply chain. CTO Kevis Downs described these issues in his prese tation at the 2005 Mobile & Wireless Wor conference. © Quieklink a7110



Sun Backs Rejection Of Exec Pay Plan Sun Microsystems Inc. is expect idors at its an-

al meeting this week to reject is calling on the compar one in executive con elicios. In its prop

Oracle Reports Q1 ales. Profit Gains

kacle Corp. reported strong first



Symantec Buys Security Tool Maker

ISE School to Open search Center

by. The most Custor for Infor-

AT DEADUNE | Vendors Look to Boost Itanium After Dell Abandons Processor

HP. Intel. others seek more app support for chip

MY MAYOUR THIRDDRAW TODAY, two weeks after Dell Inc. said ir would stop selling Itanium-based servers, the hardware and software vendors that continue to back the Intel Corp processor plan to appounce the formation of an industry group that will work to broad-

The Portland, Oze-based Itanium Solutions Alliance (ISA) includes systems yen does such as Hewlett-Packard Co. and Unisvs Corp., as well as Intel and software vendors such as Microsoft Corp. Oracle Corp. and SAP AG. The ISA wants to expand

use of Iranium by beloing other vendors port their applications to the chip's EPIC architecture Reginning in November, the industry group will hold events to help developers build ports and test their software. "The alliance hopes to ac-

celerate both the application porting ... and then the momentum for those Itanium platforms and solutions," said Chas Weber, who heads coterprise server market development at Unisys. More than 5,000 applications are supported on Itanium now, according to ISA officials, who wouldn't say by how much they hope to increase that

is needed, said Carol Murphree, computing consulting services manager at the Cornell Institute for Social and Economic Research at Cornell University in Ithaca, N.Y. Murphree said the research center has about 500 users working with a variety of statistical

column Curticols

tions, many of which haven't been ported to Itanium. We're disappointed that the Itaniums haven't taken off the way we've hoped, because we really like working with

them," she said. Slow Sales

Itanium certainly waso't a big seller for Dell, which had been offering a single system based on the chip for use in applica-

Rob Whitehouse, head of IT infrastructure at Londonhased online travel agency Iglu.com Ltd., in a lurch. Whitehouse may put on hold planned upgrades of his two Itanium-based Dell servers from two to four processors. "This whole decision puts a lot of doubt" on

point performance Research

shout 3,000 shipments by Dell

since it began tracking sales of

Itanium-based servers in 2001.

In total, approximately

75,000 servers with Itanium

worldwide as of the end of June, said IDC analyst Stephen

Iosselva, HP, which helned

Intel develop Itanium, has accounted for about 50,000 of

those systems. Josselva added.

But even if Dell's decision

will have little impact on the

market, it leaves users such as

processors had been shinned

firm IDC has counted only

Whitehouse has been pleased with the servers but said Dell's exit from the market

may prompt him to investigate systems based on Advanced Micro Devices Inc.'s Opteron chip as well as Intel's Xeon processor with 64-bit extensions Both of those devices can non 32-bit as well as 64-bit applications

Bucks County Community College in Newtown, Pa., runs its core financial and student information systems on six single-processor Itanium servers from HP. Doug Burak, the school's server network security man ager, said he's "very happy" with the Itanium hardware "Performance-wise, it's hard to beat," Burak said. But he added that he's "a little con cerned" about the competition Itanium is setting from

Opteron and Xeon. © 57048

Sun Speeds Up UltraSparc, Adds New Servers "This is a new chip, not a speed

SUM MICROSYSTEMS INC. and week released its UltreSpe led week measure. N+ processor, the first upgrade to its chip line in 18 months. The new processor, ranging from a

t up to 24 processors.
Is who upgrade their ex-archeers will see perfor-that's meanly twice that of peal UteraSparc IV and we times leater than the

ne new chip is the first built un using 90-menometer ens technology which

np." said Bob McG vice president of product deve convent for the UltreSperc line mens of the Utraspers line. McGaughey said Sun also im-oved the performance of the sal-core device by integrating a 2MB memory cache on the chip itself and a 32MB cache on its

he's happy with the personner he gets and theil any upgrade to UltraSperc IV- would require certification and testing by his application vendor. Until the softwere is certified for the new processor, "there's re no reason for us to look at it.

he chip's current clock ad is 1.5 GHz, below the 1.8-GHz level that Sun infle promised. But Nethan Brox od, an analyst at Ireight 64 in ratoga, Calif., doesn't view the ock-speed issue as a big deal "It's manufacturing economic he said, adding that chip ven-dors typically start with clock speeds that they leel comfort

Some Users Bemoan Exclusivity of Vista Enterprise Plan

Microsoft will limit uncoming client OS to customers with Software Assurance

---Microsoft Corn's decision to make an enterprise edition of Windows Vieta socilable only to companies that have signed

on to its Software Assurance upgrade protection and maincompany decides it needs featenance program is rankling tures in Windows Vista Entersome IT managers. prise he would "hate to be The software vendor disclosed the exclusive availabilito plan for its Windows Vista Foreverise client as part of a

series of enhancements to the controversial Software Assurance (SA) program, which it introduced four years ago. The added features also include deployment planning services for design PC rollouts and round-the-clock problem resolution support (see chart).

Dennis Callahan, CIO at The Guardian Life Insurance Company of America in New York said be expects to use many of the new extracts as part of his company's Enterprise Agreement which has SA built in. "But if I didn't have a deal," be added. "I would be livid at not getting full volume encryption, given Microsoft's track record on security."

Full volume encryption is a hardware-based data-protection technology that's one of the key new features pegned for inclusion in Windows Vista Foterprise The technology is aimed at helping comnamies that lose lanton PCs prevent unauthorized users

om accessing their data. Windows Vista Enterprise will also include a feature that lets IT administrators with global deployments localize a single disk image by including all languages supported by Windows. In addition, the Virtual PC Express technology will be bundled with Vista so users can run legacy applica-

tions in a virtual machine. David Buzzell, CIO at The Sedona Group in Moline, Ill., said the staffing firm's first experience with SA turned out to be "totally worthless" after Microsoft didn't deliver a prodnot uncrade in a timely fach. ion. "It would have been more newlest for me to hyposi SA and just purchase a new license when needed," he said. Buzzell added that if his

blackmailed into having to make an either/or choice." Makes Seese

But Brian Siler, a lead programmer analyst at Beverly Hills, Calif-based Hilton Hotels Corp. said it makes sense for Microsoft to offer extra benefity such as Windows Vista Enterprise to SA customers. Compa-

cisely this reason," Siler said. To get SA benefits, a company must either murchase a three-way Enterprise Acres ment or pay an annual fee of 29% of the license cost for desktop products and 25% for server products they have hought under the Select or Open licensing agreements.

Sunny Jensen Charlebois, a senior product manager in Microsoft's worldwide licensing and pricing group, said the company collected feedback from volume licensing customers and sought to map the latest batch of SA enhancements to the ways in which the customers use the program as part of the software life cycle. The expanded problemresolution support offering

a chance to reduce their spending on support arres ments with Microsoft by 50%. said bille Giera, an analyst at Forrester Research Inc. Giera doesn't see the require.

ment that users have SA to get Windows Vista Enterprise as a nefarious plot by Microsoft. "It would be a mistake to say this is a deliberate carrot they're hanging out there to force companies to buy Software Assurance," she said, "They're trving to reward companies that have stuck with them But Adrian Brown, CIO at Canal Insurance Co. in Green-

ville, S.C., compared the new SA benefits to a sequence in the book Cheaner by the Dozen, when the father first shows his children a rundown

house in order to make the mediacre one to which they're moving look better than th one they're leaving Q 57045

With Reorg, Microsoft Aims

BY CAROL SLIWA Corporate IT shops could

eventually see the effects of the internal reorganization that Microsoft Corp. announced last week in the form of a new Web-oriented, software-based service platform. according to analysts

Microsoft disclosed plans to realism into three newly formed divisions (see chart). The one that holds the most importance for IT managers is the platform products and services division, which combines the software vendor's Windows client, server and

tools operations with the Microsoft Network (MSN). Kevin Johnson, Microsoft's former sales chief, and lim Allchin, who had been group vice president of platforms. will serve as co-presidents of the expanded platform division until the end of next year. At that point, Allchin plans to retire, following the scheduled release of the Windows Vista client operating system.

In a memo to employees. Microsoft CEO Steve Ballmer said the goal of the reorganiza tion is to make the company

To Make Itself More Nimble more agile for executing its "software-based services strategy." As part of the announcement, Ballmer noted that Microsoft's operations are being aliened "in a way that will

enhance decision-making and speed of execution." David Smith, an analyst at Gartner Inc., said the reorgani zation signals Microsoft's focus on a "software-as-a-service view of the world." Initially. such offerings likely will be consumer-focused, Smith said. "But as with almost all consumer technologies, eventually they [will] have an impact on what enterprises do," he

added. "That doesn't mean

that everyone will be running out using MSN for everything But bits and pieces will be of increasing relevance and potential use for the enterprise." Microsoft is gearing up to better position itself against Google Inc. and Yahoo Inc., which the company sees as its ng-term competitors, said

IDC analyst Al Gillen. Ballmer said responsibility for driving the software-based services strategy across the three new divisions will fall to

Ray Ozzie, who created Notes and founded Groove Networks Inc. before becoming one of Microsoft's chief technical officers in April, when

the company bought Groove. Rob Enderie, principal analyst at Enderle Group in San lose, said many corporate users are frustrated by Micro soft's implility to respond effectively to all of their needs. The vendor had become "dysfunctional of late" as a result of its inability to foster internal cooperation, Enderle said. But.

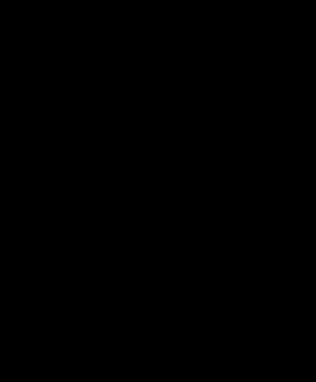
be added, the new streamlined business divisions should help Microsoft become more re-The changes should address

nolexities in Microsoft's sales organization and product development groups, said Forrester Research Inc. analyst Ted Schadler

Microsoft's previous struc ture consisted of seven busipess units organized around products. That approach "is fine if the products don't have the same customer," Schadler said. "When the products have the same customer, it creates

problems." O 57051 **READ MORE COLUMN**





Some Users Bemoan Exclusivity of Vista Enterprise Plan

Microsoft will limit uncoming client OS to customers with Software Assurance

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report exec Martin Taylor says the

FU Reviews Grines About Microsoft

The European Union's antitru at Microsoft Corp. over its te from those that led the Eurepeat Commission to impose a record fine on Microsoft and order it to unbundle Media Player from educts interoperate with its

vava Buvs Vendor Of Telephony Apps

ories inc., on Ottown-han en software that's de ned at corporate users. The se was \$46 million (Canad cat's software and sup-

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ndent Hewlett-Packard Co. or groups Encompant and ring members of the -delunct interes over group one-way memberships. The 'a try before you bey" approx

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C ON THE MARK



the existing ones. For exam-

ple, Linesch argues that IT administrators should only

need to connect a device to a

network. After the machines

are plurged in, they pusht to

processing jobs they can per-

execution. In Linesch's future

world of distributed environ-

ments, IT's role will be less

and software and more about

policies for how grids should

operate. When does he think

the standards-based systems

developing and implementing

about managing hardware

form and schedule jobs for

be able to provision themselves, describe the kinds of

'It's all distributed computing to me . . .

... save the chairmen of the Global Grid Forum. Mark Linesch's refreshing observation cuts through the marketing babble of IT vendors that insist on confusing what he calls "the next stage of distributed

computing" with terms like utility computing, on-demand the adaptive enterprise and, yes, grid computing. Grid Forum is.

made up of more than 400 organizations that are developing standards and promoting advanced distrib uted computing technologies. According to Linesch, most large companies are only in the early-adopter phase of grid-based systems, whereas many universities are deploying custom grids. He says that Web services standards, which grid technology depends on, need to be expanded before pervasive deploy-

for this new era will start being snapped up by CIOs? "Well before 2010," he says. ment of the systems can oc cur. Standards like XML and WS-Security go only so far in laying the foundation for true erids. Lineach says, adding that the GGF is working to te another layer of stan

But that won't happen if IT clings to the belief that much of its value is keeping computers in line - by hand, Grid proponents like Linesch might consider the experiences of vendors such as Intervien Corp. when they make predictions dards that would sit on top of about how quickly corporate

HOT TECHNOLOGY TRENDS. NEW PRODUCT MEWS AND INDUSTRY BUZZ BY MARK HALL

IT will let computers non unfee. tered on their petworks Kevin Streeble wice president of marketing at Integrien.

claims that the compa

ny's Alive software can predict and prevent IT problems and automatically repair your infrastructure if they do occur. But he says few of his customers are turning on the self-healing capability offered as part of Alive. He adds that Integrien is actually holding back on some tools that automate fixes, since the market (i.e., you, dear reader) refuses to embrace them. This reluctance is understandable, because IT "doesn't get any points" when technology is

it to work, says Strehlo. "IT's value-add is in the ability to fix problems," Self-interest trumps self-healing, perhaps? Software as a service cuts piracy of code by evideers in China. Bob

working as end users expect

Nolan, president of Ranco Software Inc., says that starting in 2003. whenever the automatic up date feature in Raxco's PerfectDisk

software was invoked, the compa noticed it have petting slammed with a buge numb of updates all coming from a couple of ISPs in China." Because Raxco doesn't sell or distribute its products in China. Nolan says he knew that it was piraces who were updating millions and millions dollars worth" of illegal software. Concurrently, the com-

pany was developing Perfect-Disk I ive an online service that became available in July for users of its disk defragmentation tool. An interesting side effect of the new service, says Nolan, is that it has minimuted piracy a hit. He thinks that's because a subscription-based online service gives Raxco better control of its licenses. Nolan contends that the movement tonesed software as a service might be one of the best weapons with which to fight

all the pirates out there. Give handheld users access to your network via an SSL VPM. Farly in O4. Aventail Corp.

plans to add secure mobile ac cess features to its Smart SSI UPN technology. which supports virtual private networks based on the Secure Sockets Lay-

er protocol. Dubiously

dubbed the Aventail Secure Mobile Ac cess Solution for PDAs and SmartPhones, but mercifully shortened to Aventail Mobile for conversational purposes. the new software detects what kinds of devices are seeking access to a corporate network so it can send them data designed for their display capa-bilities. Aventail Mobile will come in two versions; one for ly Web-based access will be bundled free with Smart SSL VPN, while one that adds client/server capabilities for devices running Windows

Mobile will start at \$995. Chris Witeck, Aventail's director of product marketing, says net-work administrators can use Smart SSL VPN's manage-

ment console to set policies for headhelds, rosming lap-

tops and home PCs. O fire



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Consolidatio

IT consolidation is gathering steam in the maintaiplace as companies of all types struggle with increasing infrastructure demands, smaller budgets, and changing business practices. This report identifies the current drivers for IT consolidation, describes the benefits and types of consolidation, and provides advice on selecting the right IT consolidation vendor.

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Government regulations such as NEPAA, Sarbanes-Oxley, and Grimm-Laoch Billey have placed unprecedented pressure on companies to secure the authoring, updating, publishing, and archiving of their electronic documents and communications. This report examines the new regulatory demands and describes how companies can lewwage compliance technology and processes for another business advantage.







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DOD Revamps Troubled Procurement Software

Web-based system will support about 40 0000 jisers

THE U.S. DEPARTMENT of Defense is gearing up to move its oncebeleasuered procurement system from a client/server model to the Web, which will let it support

some 40,000 users, nearly double the current total. Officials from the Standard Procurement System (SPS) office which courses develcoment and management of the Procurement Desktop Defense 2 (PD²) system, last month began work on moving the system to the Web.

The current client/server PD' system is installed on 23,000 desktops at 800 DOD locations worldwide

The move to the Web is a ionificant milestone for the SPS program, which halted development of PD' for a year beginning in 2002 after facing barsh criticism from the Government Accountability Office. A 2001 GAO report concluded that the DOD hadn't justified its PD' investment and was unable to validate whether it had you benefits for users. since work was started in 1994.

Since then, the develope operation has established an internal requirements board, radically overhauled its integration strategy by standarditing on XML to eliminate lengthy hand coding, built tools to automatically generate documentation and begun

the Web project.
The new Web-based version, due to he rolled out in mid-2006, will expand the PD system to include procurement of weapons systems, DOD officials said.

Ray Biorklund, senior vice sident and chief knowledge officer at Federal Sources Inc., a federal government IT re-

said the SPS program is propressing well after earlier missteps. He cited several reasons for the improvements, including the agency's decision to

focus on including users in the "They (now!) have enough of an infrastructure in place to be able to handle major changes

stic www" he said The SPS office began to work more closely with users on requirements and testing processes in 2002 and 2003 after the suspension of the project. That effort helped considerably, since users earlier "didn't feel like they had a voice in the process," said

Gino Magnifico, SPS deputy rogram manager. Officials established a joint requirements board composed of middle managers, high-level evecutives and users, who

tures and product direction based on their needs. The middle managers looked

scross the department to make sure the requests would have broad applicability, and highlevel executives mapped those needs to the strategic vision of

*Now users feel like they have ownership of the process of developing the system." Mamifico said

Strategy Overhaul The SPS office radically over-

hauled its integration strategy to ease the process of linking the PD' system to more than 30 financial management and logistical applications, Before the move to XML. PD' databases were routinely linked to legacy back-end systems using custom hand-coding methods. a time-consuming and costly process. Magnifico said.

bers of his staff is that they

floor of an office building in

too far if they jump.

Many Changes

SPS staffers now use XMI based adapters from Web-Methods Inc. for a commor format to exchange data with the lessey systems.

They also use development tools from Evolutionary Technologies International Inc. (ETI) to automatically generate code that mediates between the XML format and the legacy systems.
"Before,] we would do one-

off integration - what took priority was setting that inteevetion up and running." Mageifico said

In addition to the costly ear-lier coding process, "the docu-

mentation lagged badly behind the integrations," he said. To fix that the SPS took advantage of the ETI tools' shillty to automatically generate the documentation and associated 6.654 business rules for interration interfaces.

Receive the ETI tools have captured all the metadata about the integration interfaces in the client/server version of the PD' system, mapping the system to the Web will take 50% less time than it took to develop the current wereign said Army Taylor, SPS



Converged Network, VolP **Projects Tax IT Managers**

OT MATT HAMBLEH

As vice president of voice product development at Mer-rill Lynch & Co., Todd Goodyear has weathered six complicated years of converging

voice and data communications on an IP network Goodyear said at last week's Fall 2005 Voice on the Net conference here that he and other network managers at Merrill Lynch are working on a seven-year plan that was deaigned to set a strategic direction for the convergence of-fort. But he noted that the plan has had to be adjusted to ac-

commodate new technologie unexpected problems and changing demands from end "It's been a tough process," Goodyear said. He added that

tions in New York and New leesev Then, last year, Merrill Lynch once again turned to Cisco. In a deal that Cisco aninced last February, Merrill Lynch opted to use the yeadon's VoIP technology to sun-

port 14,000 financial advisers at 600 branch offices nationwide. The end result is a mix of pure VoIP and hybrid technologies, Goodyear said during a presentation at the conference. He noted that the have been located on the first company is dealine with three primary vendors: Avaya, Cisco and Nortel Networks Corp. New lersey so they won't fall In addition, the vendors have been undating their software and hardware more often than Merrill Lynch has made some a year instead of one every 18

well-publicized changes in its technology plans as part of the project. In 2003, for example, months. That means the team working on the project has had the company chose a hybrid IP to react to changes faster than and circuit-switched system anticipated, said Goodyear. from Avaya Inc. to replace a Bruce Sennecke, a procur Cisco Systems Inc. voice-overment specialist for voice and data technology at Allstate In-IP system at some of its operasurance Co. in Northbrook III said he has experienced

some of the same problem while helping to set up VoIP systems for the insurer over e past two years. The biggest problem has

been getting an accurate in-

ventory of how much equip ment is needed across such a large organization, he said. noting that a majority of Allstate's 60,000 workers now have access to VoIP services Both Sennecke and Good-

year also cautioned that IT staffs need to be prepared for end users who want to keep their old phone sets. "The user resistance (can be) unbelievable." Sennecke said. David Steen, CEO of Teleolus Consulting Inc. in Eden Prairie, Minn., said that despite the high level of interest in VoIP projects, IT managers need to carefully monitor costs and potential psybacks

when starting a project. "Sometimes the economics on VoIP don't work," he said. O 57028

ME NEWS ONLINE



With Sybase' software, the PRC Ministry of Railways developed an innovative ticket sales and reservation system that:

Processes passenger traffic of more than one billion people a year

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Rejacing an outsited, puper-based licketing system that supports one of the largest railway networks in the world is a monumental task. That's wip, when the heights Stapulate of Clinia (Parlic Memory of Bailways watered the right technology partner; they done sphase, built spis-sea Adaptive forces' concepts of the disputation forces' in hardwards they first instead in monitoration legit that instead is passages to purchase round 6 for one-way tockets from 24 regional facilities carters. 30 booking sphase and ones 3,000 counter terminals. That means customers are happine; firsplayer analysis of the construction of the c

includes registration in the United States of America. All product and company names are brokerwise of their registrate courses.

SYBASE^{*}

Sony to Cut 10,000. Expects Losses

Serv Corp. said it will out 10,000 obs and a number of product nodels in the coming years as set of an effort to cut costs by \$1.8 billion by March 31, 2007, the end of its 2007 focal year. han it amounced the moves ny said it espects to lose \$90 Sen during the current fiscal er. The company had earlier elected a \$80 million eraft.

Microsoft, Owest Sion Services Pact

selt Corp. and Quest Comberating on valor over IP and her telecommunications service small and midates business ica provider to see Microsoft's pently insuncted VolP software its. The first joint service suits

all he out early next weer. **Bull Buys Maker of** Single Sign-on Tool

Bull SA bought Enote! SAS, maker of the Westburrd single sign-on software soits. Bull sold it made the move to strengthen the identiby management and access con-trel software solids said by its Bull Evidan division. Eratel, led by three former Bull opployees, specializes in access security sys

iors who loot money in an ne fraud at the former idCom loc., now known as loc. Judge Denies Cote ap-

Business Objects Updates BI Tool Set

New version adds functionality for nontechnical users

USINESS GAJECTS SA this week will unweil a new version of its intelligence tool set that lets nontechnical users access B1 deta without having to write queries or build reports. Business Objects XI Release 2 also adds wizards to allow users of reporting tools from the company's Crystal Decisions Inc. unit to more easily

switch to the BI tools, according to company officials. The release's new Intelligent Question feature lets

simple requests for specific president of product marketing at Business Objects. Paul Zanis, director of cor-

porter data architecture at Simon & Schuster Inc. in New York, expects the Intelligent Overtion function to help expand the use of Business Obincts BI software beyond a select list of power users at the publishing firm. He noted that the earlier versions require that users have some knowledge of underlying data to write a query. "We can use Simon & Schuster-type terms and allow users to ask muestions without making them

SAP Business Warehouse (DU) feel like they are ming into a new application," he said. Simon & Schuster has been using a beta version of the

within business processes.

allowing operations teams to quickly note when business

performance moves off plan

so they can take immediate

"We're unlocking a very

specific type of data process

information that (the BI vendors I wouldn't otherwise be

able to easily get access to."

said Yale Tankus, vice presi-

shins in HP's management

software business team.

dent of alliances and partner-

Dan Vesset, an analyst at IDC, said that OpenView BPI

brings new functionality to

BI vendors to merge process

and transactional data for ana-

"It's a major attempt to au sate the modeling and iden-

tification of business process-

the Bl systems. These alliances mark the first efforts of

lytics, he said.

corrective action

plans to upgrade to the final implementation within six months. Zanis added. Keith Gile, an analyst at For rester Research Inc., said it's vital that BI tools evolve to meet the needs of pontechnical business users.

Building a Data Pipeline Hao Ngo, information specialist at Aera Epergy LLC in Bakersfield Calif. said Release 2 provides the oil and natural gas producer with enhanced connectivity to SAP R/3 and

Neo, who is evaluating the beta version of Release 2. said Aera was unable to easily link to the SAP AG applications using earlier versions of the

Business Objects BI tools With the beta version of the new release, the compa didn't have to use extract transform and load tools to eather data from back-end sys-

terms he said "We are now able to easily ouery data directly out of data sources like SAP and BW . where it at times required a full project to move the data to our custom warehouse," he said. XI Release 2 is expected to ship in November: the first re-

lease shipped last December. Combining the HP and BI systems may he too much for

es," Vesset said. The combi systems can capture the associated process log-file data and make it available for reporting and analysis by BI

some IT operations, since defining a process across multiple servers is an extremely complicated task, Vesset

added. Paul Zanis, director of corporate data architecture at mon & Schuster Inc. in New York, agreed that using such combined systems could be a problem at some sites. He noted that some corporate executives still view BI mainly as a way to obtain reports from transactional systems. "We are still moving past

husinesses having their own siloed databases ... into a central data warehouse world," providing an opportunity to convince executives of the need for such systems, said

For instance, he said, as more users gain access to BI data from corporate portals, executives might warm to the idea of merging analytics with process data for making oper-ational decisions. © 57027

Eros in access security sy The companies didn't give ini details of the transaction

ludge Approves forldCom Payout

a II.S. Dieblet Court judge has

BI Vendors to Add HP OpenView Tool to Offerings 47575], highlights activity

Will give users real-time view of business processes

nontechnical users type in

BY MEATHER HAVENSTEIN Hewlett-Packard Co. last week announced that four business intelligence vendors have signed agreements to integrate the HP OpenView Business Process Insight tool into their offerings.

HP said the combined products will bring near-real-time visibility of business processes to the enterprise BI tools of Business Objects SA, Cogno Inc. Hyperion Solutions Corp. and SAS Institute Inc. Under the separate pacts, the BI tools of each company will he integrated with OpenView BPI by the end of 2005, HP said.

OpenView BPI, which was hunched last year [QuickLink

HP Agreements



Automatically enforce compliance with FileNet Records Manager and Email Manager

Putting compliance in the hands of business users is a chancy proposition. Filing arrors, data loss, and inconsistent policy enforcement put you at risk. FileNet Records Manager and Email Manager automate your entire compliance process. You'll readize lower operational coots, greater proof of compliance with current and future regulations, and improved user productivity— all via a comprehensive system built from the ground up to work invisibly behind the scenes. Why you'd ever attempt compliance arry other way is amyonis' guess.



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Siemens Unit Plans Job Cuts, Replaces Top Exec

TEMENS BUSINESS SERVICES GMAH (SBS), the money-losing IT services arm of Siemens AG. will cut 2.400 jobs over the next two years. ending months of speculation that layoffs were looming at the unit. Siemens said last week that it's aiming to slash annual costs at Munich-

based SBS by L5 billion euros (\$1.8 billion U.S.), with the bulk of the savines. coming from the job cuts Klaus Kleinfeld, president and CEO of Siemens, also disclosed during a

conference call that the unit's 60 IT services facilities in Germany - its core market - will be consolidated into 20 locations. The restructuring efforts are primarily focused on the underperforming enterprise

reworks division of SBS, Kleinfeld said In addition to annou ing the planned job cuts. iemens named Christoph Kollatz to replace Adrian von Unmmerctein es

An International IT News Digest

group president of SBS. Kollatz previouth was head of the traffic systems division at Siemens

A JOHN BLAU. IDG NEWS SERVICE -----EDS Lays Off Australian

Employees After Dispute SYDNEY, AUSTRALIA LECTRONIC DATA SYSTEMS CORP.

has eliminated 106 application deandonment jobs in its Australian operations, less than a month after the

unit's employees rejected a new contract offer from the outsourcing and IT services vendor. An FDS (Australia) Ptv. spokes-

woman said last week that the lavoffs were "absolutely not" implemented in response to the unionbacked were which threw out a company-proposed

deal that would have nzen wages in exchange for improving some emnk \$65371 The public acrimony

ween EDS Australia and its employee union is partly based on what the unit's executives regard as Compiled by Mike Bucken.

on unwanted introsion by groups such sa the Association of Professional Engineers, Scientists and Managers Ausrealis in the contract negotiations.

IN JULIAN BAJKOWSKI COMPLITERWORLD TODAY (AUSTRALIA) _____

Cypress Adds Workers. Chip Facilities in India

YPRESS SEMICONDUCTOR CORP plans to invest 430 million Indian plans to invest 430 million maian rupees (\$10 million U.S.) to build a new office campus in Bangalore that will be the site of strategic productdesign projects. San Jose-based Cvnees said it expects to employ 600 workers at the campus by the end of 2007, tripling its Bangalore workforce. Paul Keswick, executive vice president of new product development, engineering and IT at Cypress, said at a press conference that the existing design center in Bangalore is already the largest of the company's 18 design centers worldwide.

The Indian operation specializes in ning products such as Universal Serial Bus chips and static RAM devices, as well as computer-aided de-sign tools. It also handles some of the company's internal information sys-B JOHN RIBERO, IOG NEWS SERVICE

Briefly Noted

HP Adds Switches, Software for Network Edges and Wireless LANs

Says new InterConnect Fabric Switch line offers more resiliency, flexibility

BY MAYT HAMBLEN Hewiett-Packard Co. today will amounce a set of hard-ware and software designed ware and software designed to advance its network edge strategy, including two models of a new ProCurve InterCon-nect Fabric Switch that pro-vide high availability, resiliency and automatic configura-

Also included are an unreade of HP's ProCurve Identity Driven Manager software, which handles end-user access thes, and a new tool called iry Manager, for control ng Wi-Fi access points, said

Daria Sommerville, vice president of the company's Pro-Curve unit in the Americas region. A power-over-Ethernet switch designed to simplify the deployment of wireless ac-cess points will round out the product announcements.
The InterConnect Fabric
Switch 8100ff family was de-

veloped using technologies that HP purchased from Rive ne Networks Inc. in June 2004, Sommerville said. One of the two new switches has eight slots, and the other has

gabit and 10 Gigabit Ethernet shilities and have redunnt power and other features The switches start at \$27,999. and the modules range in price om about \$3,000 to \$20,000.

Chuck Sears, manager of re-search computing at Oregon State University's College of Oceanic and Atmospheric Sciences, has tested and deployed one of the new switches with a 10 Gigabit Ethernet module as part of a perwork that includes other ProCurve devices. The 8100fl "forms the pillar of our interconnect" for scientists who are processing occano graphic data, he said.

In all, about 500 end users are using the network, accord-

a The 81088 (below), an elg slot chassis switch with one p er supply. Sharts at \$27,996 a The STISS, which has a 15-slot



ing to Seans. Because of its ility, the new switch cap help the college "adapt and re-

purpose based on our business needs," he said, adding that a built-in management module is a "big win" for users.

Rob Whiteley, an analyst at Forrester Research Inc., said the \$100fl is an improvement over HP's existing technology gies because it puts redun cv. software modularity and

performance management functions in a flexible chass Whiteley added that the Mobility Manager 10 softw could be even more useful because it offers a single management console for devices on both wired and wireless petworks. But because Mobili ty Manager isn't due to ship until December, HP "won't have much of a competitive advantage," Whiteley said. He noted that Cisco Systems Inc. is developing similar function ality using technology it ac-



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Continued from page I Metrics

mance indicators, such as the effect that security problems have on internal business percesses or the availability

of applications to end users "Most metrics only indicate that a security program is doing the things it needs to do." said Soor Wake chief information security officer (CISO) at Boston-based Liberty Mutual Insurance Co. "It doesn't get us to a point where we have a real understanding of the risks

to the data" For instance, metrics that measure compliance with internal requirements or the



might offer good insight into how effectively a security program is working, Blake said. *But in my mind, it only

rells us that we are doing things," he added. What's realby needed. Blake said, is insight into whether the overall risk to business operations has home enduced or a regult of investments in IT security.

Ovalitative Assessments The key is to focus on metrics that demonstrate "quality of accomplishment," said Nancy

DeFrancesco, CISO at the U.S. Department of Commerce in Washington, *Metrics are extremely important, but you need to have both quantitative and qualitative ones. For example, DeFrances

said, in addition to having a set of quantitative metrics, it helps if a security staff can show that it has a remeatable process in place for handline

security incidents. "A quantitative measure may indicate your posture at one point in time, whereas a qualitative measure would promote the overall maturity of your IT security organiza-

tion," she said. Technology-oriented metrics can give IT staffs "important data points to either validate or invalidate" questions about issues such as attack rends said John Pironti, principal security consultant at

Software Flaw Rating System Ready for Testing

the good six months has been developing a common system for altry software flaws announced last week that its proposed ap-proach is ready for broader test-ing by vendors, corporations and

The Common Vulnerability iconing System (CVSS) is de-igned to replace the propriets ulnerability rating systems the erability rating systems that does now use. The standard

num now use. I'm maindard depaten was commissioned instanty by the National Infra-schere Advisory Council, a up of 30 companies that ad-is President Bueh.

and Security Teams (FIRST), a

Unisys Corp. in Blue Bell, Pa. But because those metrics don't give a picture of the true business impact of security investments it's also proressry to track key performance indicators on the business side and show how attacks again pieces of a company's IT infra-structure can affect opera-

Issaarch Triengle Park, N.C. Mile Caudill, chairman of 1937 and a member of Cinco's y response team, said the present of the CVSS is "an the chees" that currently exist

round volverability ratings. To tenderdized approach should elp IT managers better priorit their responses to softwere for by giving there a better idea of the security risks their comparis

10 to rate the severity of vulners bilties and lets users add inforon that's specific to their IT tions to entire at a cus-

Cisco has already begun ter ing the CVSS on its security W site, Caudill seed. And by year's end, Redwood Shores, Calit.-besed Quelys plans to start util

tions, Pironti said. Examples include measuring the amount of time that end users are unable to access their systems because of a worm infection, or tracking

the number of complaints resulting from systems being unavailable to users, he said. "Business managers defi-

force automation and call center modules, starts at \$59 a month per seat.

Allied currently uses Front-Page Solutions USA Inc.'s GoldMine software at many of its besuch offices, but company officials wanted new feanures such as tools that can automatically generate birthday cards and other personal mailines to customers.

Another shortcoming of the existing CRM systems is that many branches have had to devise their own custom tools or go without if they lacked the technical skills to create them. Langston said Entellium

Eachelbeck, the company's chief

technology officer.
But some issues have to be resolved before the CVSS is ready for broad use, said Jeff Harvilla, volnerability team leads at CERT. There still needs to be general agreement on all the at and when rating a flow's so and on the semantics for de

crosoft Corp. In a steh It's still somewhat of a work

progress, but it is an incre portant effort," said Micha win, an analyst at Foreste - Juleanar Vilan

sitely want to be talked to in business terms," Pironti noted. "They want to know how a business process might be affected by a potential threat." Focusing on measuring only the work that's being done internally to protect systems gives security managers little of the information they need to respond proactively to changing business needs, said Howard Schmidt, a former

White House cybersecurity adviser who is now CEO of R&H Security Consulting LLC in Issaquah, Wash. A corporate security team

might he able to demonstrate that its perimeter defenses blocked more than 15,000 viruses during a specific period. Schmidt said. "But how do you measure how many infections you prevented by blocking all those viruses?" he asked Another challenge "is that often you can measure a nega

tive (event) but not a positive one," be added. As a result, it becomes very difficult to demonstrate the business val

Mortgage Broker to Deploy Hosted CRM for 5,000 Users

Allied Home Mortgage Capital Corp. bas 600 branch offices across the U.S. that use a variety of CRM systems. But the mortgage broker now plans to relies on a set of hosted applications that's expected to eventually be used by 5,000 of

its employees. The Houston-based com ny will deploy the hosted software from Entellium Corp. for 2,000 end users by year's end. CIO David Langaton said last week. He expects to add another 3,000 seats during the

Fatellium, which annous the deal last week. Liz Herbert, an analyst at Forrester Research Inc., stid the \$000-seat project is a large one in the hosted CRM market, where the industry average for deployments is only about 20 users. Salesforce.com Inc. is the only other vendor that has been announcing

deals on the scale of the one at Allied, she added. Langston said a hosted system seemed like a good fit for Allied because of its widely

tions. The hosted approach should make it easier for his IT staff to deploy and main tain the applications, he said

The company considered building its own CRM applications, but Langston decided that his 16-person IT staff could better spend its time in other areas. "As CIO, I'm not really reluctant to take on that kind of challenge," he said. But the features in Entellium's software made it unnecessary to "burden our staff" with an internal development project,

Langston said.

The price that Allied is paying for the hosted software wasn't disclosed. List pricing for Entellium's PRO-Activity software, which includes sales

will provide needed customizations after the initial





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More Flaws in Firefox Than IE, Symantec Says

Sumbors don't tell the whole story analysts caution

in semiannial report Symantee t orp said the oren source Litelay Web browser bilities than Morrosoft Corp s

But Symantes, and security in alcosts and the vulnerability its proponents have claimed

t aperturo. Calif-based symanice reported that during the first half of 2005, 25 vendor confirmed vulnerabilities were disclosed for Firefex and other browsers based on the Moralla open-source technol ogs, including 18 flaws classifind as highly severe. During the same period. Microsoft confirmed 13 holes in Internet Explorer, eight of which were doorned to be buelly severe

Moralla boundation released a

shallor flavor for transcripts of seered this month (see chart) However, the vulnerability numbers don't tell the whole senior director of Symuntee's of Internet Explorer means

subserabilities in Microsoft s

technology by styell is safer has not "It really is about se-"The whole same we play

about counting vulnerabilities is kind of silly to begin with," lyst at Spire Security 114, in Malvern Pa He added that the IT so prity community as a schole "cought to be slapped on was more secure than It' when

along the contractor do 'No

released into hist year.

wild that users need to ensure that every software product is

Finalox 15 features befor us-

ability nerformance extensibility

security and privacy, as well as

femile "If someone wants to they can protect their applica-Flaw Fixes tions." I indistrom said, though at costs money and takes time

Mike Schroepfer, director of engineering for the Muzilla toe's vulnerability numbers. savine that Macrosoft and the open-source group report security flaws differently Microsoft tends to group

several confirmed vulnerabilities together, whereas Mozilla announces such one individualls Schroenfer said That skews the number of confirmed flaws he chimed

O 58987 Bulant M. Millon of the IDG

News Service contributed to re-energize the growth in Firefox

usage, "which is going through a natural slowing down that hap-

nens with materix Microsoft has started lesting a new version of Internet Explorer that was added to de product

plens earlier the year The real question is how and and English tern arrained a engrangered IF7' said Michael Gartenberg, an analyst at Jupiter Research in New York "For many users. IE 7 will address some of the key reasons why they may

have looked at Feeton Avan Carlos Parez (DG Nour Server

Mozilla Faces New Challenges on Firefox first birthday, the Mozilla Foundaton faces significant challenges. analysis said last week. Those in

WHEN VERSION 1.0 of Englan was released last November if

caused a sensation as a seem engly more secure and feature nch alternative to internet Excloser Sings then, Frields has but scopmished in years attananna a sigable market share at leternet Evolpoor's expense

search estimates. But as the

coers source browser mans its

Firefox now holds between 7% and 9% of the Web however market according to various re-

Internet Explorer upgrade and broaden Finefon's user base belest many Finelog untrade. Wir-

and its initial trice of technically Mozilia so'l standing still The sion 15, is now in bela testino and is due for general release in November or December

faster Web navigation, said Chris clude the need to quickly discov-Reset head of products and man er and for security vulnerablities. keton at Mozilla Corp. The entity compete apared an upcomen cel up by the Mondia Foundation to develop market and distribute as products.

Ray Valdes, a Gertner Inc. analyst savi Firefra 15 includes "programments that are necessary and valuable but not neces sarily compelling "Valdes predicted that the upgrade won't

Hospital Set to Roll Out Digital Records System

St. loseph's expects . ed the project to move from a to cut costs and medical miscues

BY LUCAS MEASURN St. Joseph's Hosestal Health

Center, a 430-bed facility with national employees in Syricuse, NY, last week said it plans to complete work on a new 51 multison departal records and storage system within 40 days. In March, St. Joseph's start-

and extrand access to medical records and radiology charts. officials and The hospital's helief than

the more will substantially cut storage costs is realistic at least according to a Rand Corp study that concluded that diguizing medical record in the U.S. could save the health care industry about \$81 billion annually while helping med-

ical practitioners award mistakes. The two-year study, rele need but week found that electronic medical records systems can reduce redundant care, speed patient treatment and improve safety.

Your findings strongly suggest that it is time for the novcrement and others who pay for health care to aggressively promote health information technology," said Richard Hillestad, a senior management scientist at Rand in San ta Monico, Calif

The new St. lowerh's system uses a picture archiving and communications watern (PACS) that saves and searches for

medical photographs, said Christopher Ryan, manager of IT at St. Joseph's The howretal bought the system from San Francisco-hased McKey

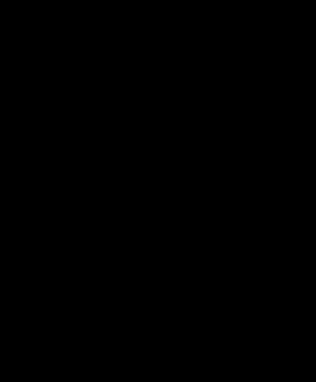
son Corp The back end of the PACS wtup includes a tiered storage area network (SAN) that was built around several IBM disk arrays, including a highand Enterprise Storage Server for primary storage, a madrange DS4300 for secondary storage and an entry-level DS4100 for online archiving The entire SAN will provide

shout ISTB of caracity, according to Ryan. The HIM storage systems replace a single, outdated midcargo array from EMt. Corp.,

"It would have been casset to go FMC because we had one in place, but the value-add with IBM was its services and support," Ryan said, "FMC at the time was ontsourcing their service, and this was causing

in issue for us." Run said the new technol. say will allow physicians and tweet information, data and X-rays in seconds via a Web portal. He added that he expects a return on the \$1 millson investment in about three

voirs. O 57005



More Flaws in Firefox Than IE, Symantec Says

Numbers don't tell | according to Symantec. the whole story. analysts caution

MY TODO N. WEISE N IT'S semiannual report show Internet security

shoots released last week IT security yendor Symanter Corn said the open source Firefox Web browser had more confirmed vulnerabilities than Microsoft Corn's Internet Explorer did in the

first six months of the year. But Symanter and security analysts said the vulnerability date describ expensions many that Firefox is less secure than its proponents have claimed or that Internet Explorer is a rafer browser than many users

Cupertino, Calif.-based Symantec reported that during the first half of 2005, 25 vendorconfirmed vulnerabilities were disclosed for Firefox and other beowsers based on the Mozilla open-source technology, including 18 flaws classified as highly severe. During the same period, Microsoft confirmed 13 boles in Internet Explorer, eight of which were

deemed to be highly severe.

And just last week the

Mozilla Foundation released a new version of Firefox that inaludes fixes for two critical security bugs that were discovered this month (see chart). However, the vulnerability numbers don't tell the whole story said Vincent Weafer. senior director of Symantec's Security Response Team. He noted that the widestroad use

of Internet Explorer means vulnerabilities in Microsoft's the open-source browser was software have the potential to

thee flams in Kirefox do "No technology by itself is safer," he said "It really is about securing it all to the max." "The whole game we play about counting vulnerabilities

is kind of silly to begin with." said Pete I indstrom, an analyst at Spire Security LLC in Malvern, Pa. He added that the IT security community as a whole "quely to be slanged on the wrist for saving Firefox was more secure than IE" when

released late last was Weafer and Lindstrom both said that users need to ensure that every software product is properly configured for defense. "If someone wants to, they can protect their applications," Lindstrom said, though it costs money and takes time

to do it property ao it property. of engineering for the Mozilla project austioned Symantec's vulnerability numbers. savine that Microsoft and the open-source group report se-

curity flaws differently. Microsoft tends to group several confirmed vulnerabilities together, whereas Mozilla and together, where to district the ally, Schroepfer said. That skews the number of con-Grmed flaws, he claimed

Robert McMillan of the IDG News Service contributed to this story. n the growth in Firefox

Mozilla Faces New Challenges on Firefox lint birthday, the Mozilla Founds

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seld Feelow 1,5 inches sets that are neco recognition the group through a recognition from that hopion of Internet Expir that was added to its product E 7 will address some of

Hospital Set to Roll Out **Digital Records System**

St. loseph's expects 1 to cut costs and medical miscues

BY LUCAS MEARIAN St. Joseph's Hospital Health Center, a 430-bed facility with 6,000 employees in Syracuse. N.Y., last week said it plans to complete work on a new 51 million digital records and storage system within 30 days. In March, St. Joseph's start-

ed the project to move from a manual system to speed up and expand access to medical records and radiology charts. officials said The hospital's belief that

the move will substantially cut storage costs is realistic. at least according to a Rand Corp. study that concluded that digitizing medical records in the U.S. could save the health care industry about \$81 billion annually while helping medical practitioners avoid mistakes. The two-year study, released last week, found that electronic medical records systems can reduce redundant care, speed patient treatment and improve safety.

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ta Monica, Calif. The new St. Joseph's system uses a picture archiving and nunications system (PACS) that same and searches for

medical obotographs, said Christopher Ryan, manager of IT at St. Joseph's. The hospital bought the system from San Francisco-based McKesson Corp The back end of the PACS

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years. O 57005



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KNOCK-OUT APPLICATION
DEVELOPMENT TOOLS

LOTUS NOTES A DOMNO 7 - A MEMBER OF THE BUT WONG-LACE FAMILY ** IERW MIDDLEWARE, POWERFUL, PROVEN, **

FIGHT BACK AT WWW.HIM.COM/MIDDLEWARE/PRODUCTIVE ALEMER WHERE

HP Plans to Acquire Peregrine for \$425M

Will add asset management tools from troubled vendor to its OpenView suite

FWI STT. PACKAGO Co. last week agreed to acquire IT asset and service management software vendor Peregrine Systems Inc.

for \$425 million in cash HP said it plans to integrate Peregrine's products into its OpenView systems managerment suite - a task that might he easier said than done, said Richard Evenson, an analyst at Technology Business Research Inc. in Hampton, N.H.

In the past, HP has had difficulty integrating outside software, he noted. In this case the fact that Peregrine has a strong relationship with IBM could make integration more challenging." Evenson added. Overall, he said, any success will "depend on HP's ability to integrate Percering's software into OpenView."

HP expects to close the Perestrine deal during the first ounter of 2006. "The timing was right to sursue Peregrine," said Todd Delaughter, vice president

and general manager of HI's management software business. He said asset management is a key component of the company's so-called Adap-[OnickLink 54828].

Peregrine's products are the keys to outting the IT safe Greaty back in the hands of the CIO" - letting them keep a close eye on asset management within their organiza-

tions he said "This acquisition makes sense" because it will bring a set of "process engine" functions to OpenView, said Don Casson, CEO of Sterling, Va. based Evergreen Systems Inc.,

a Perestine product reseller. San Diego-based Percuring.

HP Buys SRM Vendor ApplQ

which employs about 700 people, has had a troubled nancial and legal past. The company filed for Chapter II bankruptcy protection in September 2002 after accounting irregularities led to an investi ention by the U.S. Securities and Exchange Commission. Fight former Percerine execu

tives were indicted on fraud charges last October by a federal grand jury (OnickLink 400031 After halving its staff and selling its Remedy Corp. ser-

vices business to BMC Softwarr Inc. Percuring emerged

from Chapter II in August 2003 and has been restating its SEC

Lawver Tackles Complex **Software Licensing Issues** Software licensing ages

can be mind-boggling for even the most well-informed IT executive — with hidden traps in and a contracts and variances in the tymes of agreements offered. Add regulatory compliance requirements and other wrinkles like multicore processors and it's not surprising that even savey IT progating these shark-infested

waters, Peter Franza, chairmo of the computer law group at law firm Build Larner PC in Short Hills, N.J., which is launching seminars on the subject next month, snoke to Computerworld recently about liconsing trends.

Are there any examples of recom-cases you were involved in that were unique or reflect a new ire in software ilconoling agreement As normally is the case, at

least in my experience and my firm's experience, most of the cases end up being setfinancial filings ever since. DeLaughter said HP has been closely monitoring Percgrine's financial status, and "we've confirmed there's no

More Likely Buyer Given its lone-standing close

substigatehin with Percering IBM might have seemed a more likely barrer, observers said. However, DeLauchter downplayed the June expanstoo of a strategic alliance bereason IBM and Persering as simply renewing an existing acreement between them. *Our intention is to support IBM customers and IBM Global Services." Del aughter said.

"Going forward, we'll use HP's own services arm" to provide While he arknowledged that

of them as we can." O 56901 there is some overlap between HP's and Percerine's service

lawyer needs to turn to the compliance people for a client and ask if this is an issue that peeds to be addressed or not addressed. How and whether

ried. That's not unique to software licensing litigation: it's just the way of litigation these days. So the long answer

is that the majority of the cases I've handled over the past couple of years never end up setting tried. The parties come to an amicable resolution. You never know how the case might've turned out. So I can't tell you of any particular trend that I'm see-

ing since most of the cases are settling What is the direct or indirect inest on collware Boonsing from

revenue-recognition issues

guistory compliance requirements such as the Sarkesan-Oxley Act? I'm not a Serbene Oxley expert, but vendors challenge. are raising Sarbanes-Oxlevrelated issues with increasing regularity during contract nesotistions, whether it's in

or confidentiality-type issues. Sometimes I don't quite fol-low why it's an issue from the vendor's standpoint. Then a

ent software offerines. Del auchter said HP has a road map to mence Pereerine's ServiceCenter with its own Service Desk products. That road map will be out in place once the deal is ap-

proved, he said. There is no overlap of HP products with Perserine's AssetManager, which will form the basis for HP's suset management strategy, De-I southery said

HP is booing that the majority of Peregrine staffers come over, particularly those in product development, sales and marketing, DeLaughter said. "Peregrine has a lot of depth and talent at the man agement level," he added.

"We'd like to bring on as ma Martens is a reporter for the IDG News Service.

it's going to creep into software licensing, that question is still evolving. Are enterprise customers expre ing anget regarding Boonsing pr as for multicore proo Dual core and multicore is obviously a very hot area. I have one case that has some peripheral dual-core and multicore processing issues. But I

ating side than on the litiza-My guess is that this may be an issue that begins to he litigated more in the future when multicore processors are more extensively used. It's a much greater negotiating and drafting challenge than a litigation

see that the greater challeng

(is) on the drafting and pegoti

There's more and more dual and multicore processing that will be out there in a few years than there ever has been before. I'd like to get involved in a nice, complex case like this to help get a better handle on the mances of the drafting.

WebSphere

IT Separatism

COUPLE OF WEEKS AGO at a dinner event that was part of Computerworld's Enterprise Management World conference in Bethesda, Md., I was sitting at a table across from Robert Taylor, CIO of

Euleon County Ga Titrior was there to receive his Best Practices in Enterprise Management award in the "Distributed Systems and Infrastructure Implementation" category Before I even became familiar with his winning project, I had a feeling that the judges got this

For starters, Taylor's resolve and resourcefulness became evident when he mentioned that his travel budget is so tight that at first he didn't think he'd he able to receive the award in person. But with some persistence, he managed to find a flight priced below the \$200 limit set by the county, and he was able to erry with a relative in the area

rather than at the posh hotel where the event was held. As the table conversation continway that financial applications from ued, I learned that it's not just Taylor's travel budget that's tight. Being in the public sector means he has to squeeze a whole lot of value out of every dollar in his entire IT budget, because those are taxpover dollars. An EMC executive who was also sitting at the table and who has Pulton County as a client chuckled over how tough Taylor is when it comes to negotiating contracts. Taylor seemed to take pride in that fact. noting that he uses any tool at his sposal to get vendors to cut him a sweet deal. For example, an industry award like the one he was receiving that evening could he leveraged to raise the profile of his operation. He could in turn convince vendors that having such a high-profile client using their products and services would

be in their best interests. Cha-ching.

plenty of CIOs in the private sector who have tight IT budgets and who could benefit a lot by petting a peek into Taylor's toolbox. And no doubt there's plenty that Taylor could learn from his private-sector peers as well. Conferences like the one where Taylor

and other Best Practices award winners were honored help by providing a forum for cross-sector networking. But there remains more of a gulf between public- and private-sector IT professionals and operations than

there should be I'm not saving there aren't differences between the two. As Marc L. ongini reports in his story "Public-Sector Blues" on page 49. Marion County, Ind., found out the hard

work, Terry Kline, who was an ERP project manager for Cumberland County, Pa., and previously worked in the private sector, noted that IT projects in the public sector tend to Cortainly there are have more bureaucracy and fewer

It's unfortunate that such differences seem to have created an IT separatism that too often restricts opportunities for technology professionals in the two sectors to interact and share experiences. With integration being a top concern of corporate CIOs, what company wouldn't benefit from, say, a peer-to-peer look at how the Department of Homeland Security is integrating the systems of two dozen government agencies?

SSA Clobal Technologies are suited to corporate accounting but not to

how county court clerks do their

Differences are what enable peole to learn from one another. They're a reason to bring people tosether, not keep them sport. Congratulations, Robert. Not just for the sward, but for demonstrating that fact. © 57008





THORNTON A. MAY

Sizing Up the Next-Gen IT Workscape

CONSEQUENCE of operating in a global economy is the need to periodically get on a plane and "be" global. Upon entering some distant land business travelers are required to fill out a form that asks them to state their occunation. When confronted with this innocent enough request, how do you

Many in our profession blithely scribble "IT" and move on without really thinking about it. This is a mistake

Each and every one of us has to think much harder and much deeper about what IT people actually do for a living. We need to be a lot more reflective about our career identities. Leaders need to be much

more proactive and articulate in describing the evolving IT workscape (that is. IT work, workers and work processes). In the days of Thoreau and Emerson (the American Renaissance 1830-65) is took two men using a two-man saw.

all day to cut a cord of wood. No amb ity about it. At day's end, they either did or did not have a cord of wood and were paid accordingly. They knew the meaning of a

day's work Many of the wonderful IT people I ster in my travels and research not only have trouble answering the occupation question, but also are less than nithe when describing for executives what a day's work in IT actually is. They are frequently rendered mute when trying to explain to spouses, sig-

nificant others and children just what they did in a given day. This lack of clarity is not a problem of poor communication skills. It is a problem of trying to use old words and frameworks to describe a totally new rid. At the essence of our being, we

all know that the IT workscape has unrgone and continues to undergo a

foundational metamorphosis akin to the changes involved as a caterpillar transforms into a butterfly or an aericultural worker in a rural village becomes a factors laborer in a city. We just don't have the language or the tools

to describe what is happening - yet. We have a pretty good sense that oext-seneration IT work, workers and work processes will be a very different animal than the function-by-function piece-by-piece synchronized swimmine that has characterized the previous and current generations of technology management. In that workworld-that-will-be-no-more the alpha animal is the global project manager who alchemically drives programmers. architects, network engineers and hardware tuners to a presold but rarely delivered endpoint. The best time and place for viewing this doomed-toextinction occupational species in its natural habitat is Friday afternoon to early evening in the frequent-traveler lounges at major metropolitan airports. You will see their muscle-tonefree physiques hunched over as they take part in end-of-week project status conference calls, while pudgy fingers stuff hits of free cheese and crackers. into nutritionally challenged mouths. A sad existence, to be sure

Most of us have been way too busy to take the time to examine the new ecosystem that is the next-emeration IT workscape. Very few have come to appreciate or study the emerging butterfly that is the new IT worker, Fewer still have mapped the forces coming together to shape the new world of IT work. Over the next several months, I intend to do so in this column. I hope you will join me on our journey of discovery O 56616

VIRGINIA ROBBINS

Standards And the IT Profession

N RESPONSE to my recent article "Fewer CS Majors Not a Big Concern" [Quick-Link \$63611, a reader wrote that "the systems that support today's businesses do require highly skilled, experienced profe als to design, develop, enhance and maintain them." He went on to argue

that the best way to ensure that a company has bighly skilled technical professionals is to hire computer sci-

I completely agree that today's husinesses require highly skilled, experienced professionals. I remain unconvinced that hiring comnuter science degree holders is the best way to achieve that. At my firm roughly half of my technical

staff graduated with English or other liberal arts degrees, and the other half have computer science mathematics. MIS or other technical degrees. A smaller number have both with either an undergraduate liberal arts degree and a technical master's degree or vice versa. Eve found no correlation between degree and I'd rather have an independent-

competency.

studies major who can work excep tionally hard to stay no top of technolney changes, communicate well and think clearly than many of the computer science majors who elected to reply to my last column. One reader who identified himself as a computer science Ph.D. even accused me of being an academic on the basis that the word education is part of the name of the company I work for. That's an example

of not thinking clearly and not communicating well. A few seconds on Google would have left that reader with a very different I have found not only

that a computer science degree is optional, but also that many successful technologists don't have any degree at all. I've had great employees who never finished college, and I've had wonderful employees who

have multiple master's degrees. Unlike other professions, such as accounting, law or medicine, technology has on uniformly accented professional studies that must be completed before one

can practice. Passing the har does not make one a good lawyer, it does prove, however, that an individual has demonstrated an sbility to meet the minimum standards established by a professional body. In addition, the professions of account-

ing, law and medicine require lifelong continuous education in order to meet their professional criteria. Many attempts have been made at creating certificate or professional

programs in technology. A few, namely those sponsored by yendors, have proved to be popular, in part because they are useful in demonstrating that

an individual has mastered a particular topic

But it's no surprise that our profession doesn't have a universally accepted professional program. We are in a very wome discipline. Many of the standards for law and medicine date to ancient Greece and India. The first accounting standards began with a book written by Luca Pacioli in 1494. In comparison, the first modern compa er arrived in the middle of the 20th century. Programming standards followed after that. We've been at this for only about 50 years, and it will probably take another 50 years to mature to the level where universally adopted practices are required. In addition law accounting and

medicine home uninerval standards in part because incompetence in those fields can ruin people's lives or livelihoods. Unfortunately, as we've seen with 9/11 and Hurricane Katrins, we often need a disaster to drive people to do what they need to do. It may take a catastrophic technical problem for society to require technical certifications In the mountime I'll keep my experienced, skilled staff men regardless of their degrees. O 56917

WANT OUR OPPOSIT

Swatting Bugs THIS ISN'T HEWS TBACK Software Un From a Low-Outle

by Output the," QuickLink 554961. Busov software has been a problem nce Ada wrote the first program. The solutions mentioned in the story are the same ones that I and others have been applying for years. The question is, Why is the problem getting worse when the solution has non known for years? That would he tim story to write!

Dowey J. Corl Software QA. Dortemouth N.II

SUSPECT THAT this infamme tory article was written by some one affending CA and IBM sales priches for their QA and develop article states that "the problem, it ens, is only getting worse. Acto one off-quat

dards and Technology, flawed softwere cost the U.S. economy \$60 billion in 2002." Where is the grad of this? I am not saying that bugs do not exist, but softwere bugs and omissions are a part of the develop ment process. Milions of bug fues, both major and minor, are made every day, and your reporter should report on that orther than crean The sky is falling. Roman Victor Software developer

RVPM Designs, Ambergt, Mass.

BEING IN THE midst of a detremely poor outdomer service, I am thinking that we have only ourselves to blame, in the IT industry, we after rely on others to spec design and build our applications dems, etc. Then, when things don't go exactly as planned, the be my vendor's bettle cry.

is there a solution? I home so. and I hope many of you will join me in matering windows to own up to their metakes, provide working solutions that are fully functional as specified (for example: deduct 10%) of purchase price as a penalty for

each month the product is nonpro ductive), provide quality customer service without finoer-conting. and fulfill their and of the contract 100%. If we don't start holding them to a higher standard, how will they know they need to exprove?

Ken Montgomery Network specialist, Wooster, Ohio

Mac No Match for PC B IN MY EXPERIENCE, both in the U.S. and Australia, the Mus OS has nowhere mear the level of

ration in large orga

Quality in 557543 | belove these are distanted numbers. The fact remains that Apple hardware is markedly overpriced for today's market. Penetration to those levels within large corporations will not occur until they become much more price-competitive Bob Sibner

architecture and security, Adelaide. South Australia

COMPUTERWORLD velcome nents from its readers. Letters will be edited for brevity and clarity They should be addressed to James Ecitie, letters editor, Core puterworld, PO Box 9171, 1 Spe Street, Framingham, Mass. 01701. Fax: (508) 679-4843, E-mail: letters@computerworld.com include an address and phore

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TECHNOLOGY



FUTURE WATCH
Supercomputer on a Chip

Computer scientists at the University of Texas at Austin (left) are working on a new microprocessor architecture. It's aimed at overcoming barriers raised by overhead and overheating and will eventually yield a trillion operations per second. Page 40 SECURITY MANAGER'S JOURNAL Compliance Focus Leads to Experiment in Cheap Films

Employees at C.J. Kelly's agency need to compily with HIPAA privacy and security rules. But the training materials are boring, so Kelly looks for a way to make the program interesting. Page 42 OPINION
Rise of the Virtual PC

ror virtualization technologies, where desktop applications reside and where they run is becoming irrelevant, says Robert L. Mitchell **Page 46**

DECLIVE OF THE DESKTOP

The PC still rules the desktop — but not for long. Laptops, once considered an expensive luxury, will soon claim the mantle as the personal computing platform of choice in the enterprise.

FTER ALMOST a quarter of a century as the personal computing device of choice for business, the dealtop PC is siding of its pederal. It has withstood anamalts by eeth-nologies such as the Windows terminal, the Web and the network PC, but the nighty dealtop has been much bed by user demand for the one thing

it can't deliver — mobility.

The laptup, once a corporate status symbol, has already gained acceptance as a mainstream device. Now laptupa are poised for a corporate taknover as enterprise use widens beyond its traditional constituents travelling executives and other "road warriors."

The movement away from deaking has been under way for some time. Business use of laptopa has risen from an average of one in every five PC users in 1999 to one in three today. Thus figure will pass the 50% mark it he next few years, according to IDC. "When I first joined this organization in 2000, laptops cantization in 2000, laptops

were a novelty." says Jerry Polcari, director of TI at Harvard Pilgrim Health Care Inc. in Wellesley, Mass. At the time, just 2% to 3% of the health iner's J.000 PC. users had laptops, he a "Now it's 54%. Any part of the worl

"Now it's 54%. Any part of the workforce than's mobile or that does any kind of analytical work has a laptop," he says.

Harvard Pigints is absent of the curve but not too far out front. For several years, laptop sales have grown at twice the rate of desktop sales. "Last year, for first time, we had higher deliar sales of notebooks vs. deal-

cities those of their beige box coustns.

Laptop use is being driven by
hanges in work habits as much as by
dvances in technology. And work
white an character because wireless

reard Pilgrins is ahead of the curve, to the fire out from. For several laptop sales have grown at twice to of desixtop sales. Thest year, for set time, we had higher dollar an exertings across campus, using w

them on the road, at home and into meetings across campus, using wireless connections to facilitate collaboration as well as to thesp up with e-mail. Wi-Pi is expanding the adoption of laptops at Kicher Lighting Group in Cleveland. "The ability to undock you laptop and table it from conference to conference room without ever leaving the network is powerful; vays disco tor of infrastructure Milks Sult. Today laptops are also more likely to make it







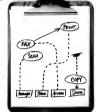
...and then there's Intel® Centrino® mobile technology.

Intel® Centrino® mobile technology for laptops is designed from the ground up to make anything else feel limiting. It delivers outstanding mobile performance. It enables great outstanding mobile performance. It enables great battery life in a new generation of thin, light, wireless laptops. And you don't need cables or wireless cards to keep your users connected.*

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TEAM PLAYER





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Continued from page 29 through back-to-back meetings on a single charge thanks to never designs based on power-saving technologies such as Intel Corp's Pentium M processor. "A typical notebook today will easily last you three to four hours, and in many cases five bours," says Steve

Kleynhans, an analyst at Gartner Inc. Wireless LANs make persistent conpectivity possible and relieve users of the hassle of fiddling with wires and searching for a network lack. "It used to be that users needed [a laptop] to work from home. Now it's more of a mobility thing around the building." says Paul Melmyk, director of the business technology group at Alias Systems Inc., a developer of 3-D graphics software in Toronto. Thirty percent of Alias' employees use laptops today, including 90% of its business staff, Melnyk expects overall laptop use to jump to 70% in the next three years as the company's developers embrace laptops

We have collaboration development spaces where people get together and do agile development work," Melnyk says. That collaborative model, which originated with software development, is speeding to other areas at Alias, he says.

The price/performance gap between aptons and desistons has narrowed considerably led by a rapid decline in the cost of LCD panels, which account for 60% to 70% of a notebook's cost. according to Forrester Research Inc. Some low-end laptops now sell for well under \$600. Forrester predicts that display costs will continue their fall through 2005.

Although the price gap has narrowed, desktops are still cheaper, especially for high-performance needs. Dell Inc. Vice President of Marketine Tim Mattox says the premium for laptops is about \$300 to \$500. However, laptop performance has improved to the poir where a modestly priced unit has more than enough power to run typical of-

Mobile PCs on the Rise

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SUSPICIS REPWICES
MANUFACTUREMS
91%
N CALL AND WHICE SALE

ALC STOR
PRANCE AND INJURANCE
45%
MEDIA ENTERTANMENT AND LEIGURE
HARMEN 40%

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fice applications, says Cara Jiles, director of end-user experience at Cerner Corp. in Kansas City, Mo. "Even a lowend laptop is sufficient for most workers," she says. Two years ago, the health care automation technology vendor decided to move entirely to

laptops. Now some 95% of Cerner's 6,200 employees use them. Sink says the cost difference is still significant. He pays about \$800 for a typical desktop PC with a 3-GHz processor IGR of RAM and a fast hard drive, excluding the monitor. A compa-

rable ThinkPad laptop costs about \$1,500. But the bottom-line difference isn't enough to dissuade him from buying lantons. "It's worth paying the pre-

mium for the mobility" he says Meanwhile, new workstation-class lantons are starting to gain acceptance in areas such as software development and computer-aided design. At Alias, Dell Precision M60 mobile workstations offer both performance and mo

bility. The machines support up to 2GB of RAM, a 128MB graphics card and a Continued on page 35

Encryption

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turable than they were in the past, vendoes claim while shock-resistant hard disk drives have made disk crashes less common. "The ability to knock them around a little bit more has improved." says Melnyk. His organization now keeps laptops for four to five years. "The units are just that good," he says.

Limits of Mobility

Despite the advantages, laptops don't fit everywhere and are unlikely to replace PCs entirely, IT professionals east Administration assistants call conter staffers and others who work from a fixed location and don't need to trav-

el or telecommute are likely to remain on desktoes Roger Kay, an analyst at Endpoint Technologies Associates Inc. in Wayland. Mass., says he thinks 30% of the typical organization's employees are probably "bedrock desktop" users who need extra power or don't need mobility. In some industries, such as financial

services, security concerns may dictate against the use of laptops, which can he lost or stolen, Kay says. Polcari says Harvard Pilgrim has reached the saturation point for lap-

tops, barring a change in the way it does business. That might just be in the cards. He says his company has bandied about the idea of moving to a telecommuting model for more than 600 staffers who handle claims adjud cation and customer service function No decision has been made, but, he adds, "if that changed, [laptop use]

would he at 90% or 95%." At Sebaly Shilling & Dyer LPA in Dayton, Ohio, lawyers and paralet are already on laptops, and less-mobile

TECHNOLOGY

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or there as a se

legal assistants and secretaries will be soon, savs Brian Clayton, manager of the information systems group. Laptops allow support staffers to easily more from office to office to provide

vacation coverage or to help with a project, he says. As laptop use grows, the security implications also become more prominent. "Companies that are aggressive with notehooks are stepping back a bit because of concerns over security is-

sues," says Gartner's Kleynhams, Clayton says his firm is looking into new HP notebooks with encryption and hiometric authentication technology The HP security system stores pass word data in the BIOS for added secu-

ring "It doesn't even let the drive spin up until the code is entered," he says. Managing laptops is another potenbunch of challenges for the IT group. It's more expensive to manage something that moves around," Klevnhans says. But liles says notebooks are also essier to issue because there are fewer components to install. At Cerner, she says, "we turn around 2,000 PCs every two years, so the less you have to han-

dle, the easier it becomes." Resardless of the challenges users agree that there's no going back, "Our culture would ont be as strong as it is today if it were not for the mobility that laptops allow," says likes.

At Marvard Pilorim, the presum of mobility has changed how people go shout doing their jobs. "Laptons have become part of the business landscape," Polcari says, "They are now a strategic platform," O 56909

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Continued from page 33 15.4-in., 1.600-by-1.400-pixel UXGA screen that offers a wide viewing angle, Hewlett-Packard Co. and Lenovo have similar offerings. While most developers at Alias are still using desktops. Melnyk expects that to change as the group moves more beavily into col-

laborative development At Cerner, programmers have al-ready made the transition. "For developers, it wasn't the power that was im-portant: it was the disk speed," says liles. The availability of 7,200-rpm disk drives leveled the playing field, offering I/O comparable to that on desktons. Designers at Kichler Lighting are

taking advantage of the improved displays, "They can take [the laptops] home with them and view AutoCAD drawings," says Sink. The wide viewing angle of the screens is also helpful in meetings. "We have a lot of collaborative projects, and we have wireless throughout the building. People find it much easier to bring laptops with

them," he says. Today, about 35% of Kichler's com puters are laptops, and Sink says that number is steadily increasing. For most users, the power is adequate, "For the applications we run, it's a small difference in performance," Sink says.

Alias doesn't see its developers ru ning builds on lantons, however, "Currently, it's mainly an adjunct to the desktop," Melnyk says. In the future, he says, code will be checked out to depers for use on laptops and then checked back in for compiling on backend cluster servers.

p reliability has also improved.



MOST EMPLOYEES CAN'T EVEN SEE THEIR DESK MUCH LESS WORRY ABOUT ENSURING COMPLIANCE

Reduce compliance risk and email storage requirements with automated email management. Email gives you 35 billion reasons every business day to find a better way to menage it. Email must meet the same rigorous compliance mendetes as other corporate documents, Inadequest extrage, human error, and inconsistent policy enforcement put you or risk. Falvet Email Menager with exclusive ZeroDick technology automates your entire email management lifecycle – minimizing human interaction, improving productivity and midglang storage medes. It's much more than en erchael solution. Together with Filelvit Records Manager, email can now be fully managed without user interaction or costy infrastructure. The teeding horbic of global enterprises you won't find a better email menagement solution anywhere. (We know your employees can't)



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Chip to Expand

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untained efficiency of

High-Performance Computing Takes On High Gas Prices

SING OIL PRICES have accelerated the push to develop more efficient combustion systems. To achieve that goal, scientists need to know more about the complex chemical reactions involved in combustion processes.

in one of the largest sum lations ever brought to bear on this problem, researchers Laboratory performed quanaccurately predict the heat

turn chemical calculations to of formation of octane, a key ment of gasoline dusing 1,400 The calculation - perfo

Sh compared with the 5% to 10% efficiency of mperson, the fastest uter would have remined those and a half years. nory to run the calculation and 2.5TB of mer The calculations should lay the proundwork

for subsequent efforts to reliably predict the heat of formation of larger alkanes in descifuel, for which there is very little experimental data, and the heat of formation of key reactive intermediates, such as alloy and allowy raci-cals, for which there is no experimental data. Of course, the key question is whether this work will help push gas prices below \$3 a galon. © 56013

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parallel processors - took only 23 hours to

DIFFERENCE ENGINES

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Thinkfurlage Client Security Solution 6.0° Strong security as a standard feature SYSTEM PEATURES letter Centrino* Mobile Technology Intel* Persuan* M Processor 740 (1 73GHz Intel* PROVinciesy 220GMG (IBO2 11bg). Microsoft* Windows* XP Professional

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SUPERCOMPUTER

NEW MICROPROCESSOR ARCHITECTURE PROMISES A TRILLION OPERATIONS IN ONE SECOND BY 2012 BY GARY H. ANTHES

OMPLITYR scientists at the University of Texas at Austin are wenting a radical microprocessor aritecture, one that aims to solve some of the most vexing problems facing chip designers today. If successful, the Defense Denartment-funded effort could lead to processors possible for some applica-

of unprecedented performance and flexibility. The density of transistors on a chip has doubled at least every two years for decades, and microprocessor designers

have put those transistors to good use. Advanced circuits use techniques such as program branch prediction and speculative execution in order to build deep instruction "pipelines" that increase the throughput of the processor by allowing it to execute mul-

tiple instructions simultane ously. But the growing complexity of such circuits, and the heat they produce, signal an end to that approach. Rather than trying to build faster processor cores, chip

builders are beginning to put more of them on a chip.

The problem with that, says Doug Burger, a computer science professor at the University of Texas, is that for application software to take advantage of those multiple cores. programmers must structure their code for parallel processing, and that's difficult or im-

> tions. "The industry is running into a programmability wall. passing the buck to software and bonine

the programmer will be able to write codes for their systems," he says. Burger and his colleagues

hope to solve these problems with a new microprocessor and instruction set architecture called Trips, or the Teraon Reliable Intelligently Adaptive Processing System. "Our goal is to exploit concurrency, whether it's given to you by the programmer or not," he says.

Trips uses several techsigues to do just that. First, the Trips compiler sends exe-

cutable code to the hardware in blocks of up to 128 instructions. The processor "sees" and executes a block all at once as if it were a single instruction, greatly decreasing the overhead associated with instruction handling and scheduling. Second, instructions inside

a block execute in a "data flow? fashion meaning that each instruction executes as each as its inputs arrive. eather than in some segmence imposed by the compiler or the programmer. As such, the data is flowing through the instructions," explains Steve Keckler, a computer science professor and a Trips project co-leader with Burner.

Increasing Efficiency Another trick: Within a block the Trips compiler can merge two instructions that are on different paths into a single instruction if they have the same tarreet and operation. Compared with earlier designs hazed on data flow concepts our aggressive data-flow model gives the compiler the

apportunity to produce much tighter and more efficient code," says professor Kathryn McKinley, who heads the compiler portion of the Trips Finally, data flow execution

is enabled by "direct target encoding " by which the results from one instruction go directly to the next consuming instruction without being temporarily stored in a centralized register file. That further reduces processing overhead

and speeds computation. And compared with tradi-tional methods for improving performance - increasing nmoressor clock speeds and building deeper pipelines the performance improvements enabled by these tech-

niques come at a modest increase in power consumption. The challenge of dealing with power consumption is forcing chip builders to move to multicore chips. Former Intel Corp. engineer Mark

McDermott, now engineer vice president at Coherent Logix Inc. in Austin, says,



"You look at something like Pentium, and there's a huge amount of control logic, control transistors that don't do ery work - they just consume power. Trips is trying to push

up into the compiler. "Where Trips will really shine is in were very highperformance data flow embeddefined radio," he says.

ded computing, like software-But, McDermott adds. "I

don't know if it's a silver bullet vet. There's still a fair amount of research to be done. According to its developers, Tries' data flow techniques work mate well with the three some of that complexity back

kinds of concurrency found in software - instruction-level. thread-level and data-level nurallelism. For that reason, Trips is said to be "polymorphous meaning that it can perform well on widely differing types of applications - scientific,



commercial and embedded. And that's exactly the qualiry sought by the Defense Advanced Research Projects Agency in its Polymorobous Computing Architectures proj-ect, DARPA, which is contributing \$15.4 million to Trips. is looking for a chip that is able to scale to I trillion sustained operations (tera-op) per second on many applications.

The university is about to deliver its Trips design to IRM, which will fabricate prototype chins and return them in February. The chips will have two processor cores. each able to execute 16 instructions simultaneously. Running at 500 MHz, the chips will perform 16 billion operations per second. Keckler says. The university will look to industry to commercialize the technology and

meet DARPA's goal of offering 10-GHz chips capable of 1 teraop by 2012, he says.

"We have an active interest in commercializing the technology, and we are looking for commercial partners," Burger says. Widespread commercial availability is what DARPA is boping for as well. That plus polymorphism would mean the Pentagon could buy cheap, off-the-shelf chins for a fraction of what it now news for

exotic, custom-made processors for individual systems. Chuck Moore a senior fellow at Advanced Micro Devices Inc., says Trips offers a lot of promise. "The concepts are well aligned with the way code really behaves," he says. "The polymorphous aspects of Trips can enable it to do well on a wide variety of work-

One of the big challenges to becoming a mainstream commercial processor is commutibility with existing software and systems, especially x86 compatibility. Moore says. But one way to maintain compatibility would be to use Trips as a co-processor, he says, "The general-purpose [x86] proces-sor could offload beaut tasks onto the co-processor while still handling legacy compati-

Despite the promise of the Trips technology, Moore cautions, "on a marketing level, it is tricky to introduce radically new things. It seems like it will need to start in a specific niche and demonstrate the advantages there. Once it has been proven to be useful in some key market, it is more likely it can spread more broadly." © 56914

bility on its own."



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SUPERCOMPIT

NEW MICROPROCESSOR ARCHITECTURE PROMISES A TRILLION OPERATIONS IN ONE SECOND BY 2012, BY GARY H. ANTHES

OMPUTER scientists at the University of Teyes at Austin are inventing a radical microprocessor architecture, one that aims to solve some of the most vexitu problems facing chip designore rodey If successful the Defense Department-funded effort could lead to processors

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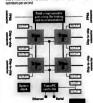
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THE TRIPS BOARD

The Trips board, to be available in March, will be used for exploring parallel-processing scenarios, including streaming applications such as signal processing. Each of four 130nm Trips chips has two sets of is concurrent instruction level processor cores, IMB of on-chip RAM.
20R of attached STRAM and a SSS-MHz clock for a peak of 16 billion.



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Compliance Focus Leads to Experiment in Cheap Films

If you want employees to retain the information you give them in training, you'd better make the material interesting. By C.J. Kelly

work for is categorized as a "covered entity" upder the Health Insurance Portability and Account-ability Act. That means that we handle and transmit health information on state residents that is subject to the HIPAA privacy and security rulines To comply with those rules.

we have to make sure that all of our employees know the proper way to handle the protected informetion they have ac-

cess to - anything from personal health information such as HIV test results to Social Security num bers, home addresses and health care provider information. Training is given to all new employees, and privacy

information is provided via the agency's internal Web site. Staffers are instructed not to leave confidential information lving around on desks and to lock their computer screens when away from their desks. The training materials are overseen by the agency's privacy officer, and his organiza-tion has written and published a document of over 100 pages. Each unit chief (agencyspeak

for "department manager") has his employees read the document and then sends an e-mail to the privacy organi tion listing the names of those who have done so.

Yuck! Would you read 100 ages on HIPAA compliance? I might read a document of that size if it were really inter esting and pertained specifi-cally to my profession, but I ubt that I could get throug five pages on HIPAA complionce. As much as I didn't want to revisit the tonic of HIPAA training. I knew that in order to have an effective training

program, things had to change. Why does this concern the security manager? I have been asked to approve policies and procedures issued by the privacy organization before publication, since they're an important intersection between privacy and security. I re-

FES

quested a meeting with the privacy officer so that we might collaborate on future training and publication endeavors.

My thinking is that if it's important for employees to learn how to comply with the privacy and security rulines. then we have to make the pre-

want to spend time on. In other words, I don't want to use the typical approach of posting static information on an internal Web site and telling employees to visit the intranet to read and become informed. Web pages filled with do's and don'ts are never going to hold the interest of busy workers, even if you use

sentation something they'll

PowerPoint presentations to add a little color and some What we need is an approach that will capture em-ployees' attention, drive home

for them how critical it is to



vate bealth information of our state's residents, and show them how to do that. And this effective, entertaining and sustaining program should cost less than 82% of the information security budget (a Gart-

An Idea, but No Money I had an idea, but as usual, we don't have the funds or staff to

purpose it the way we could if we were in the private sector. Not that that would ever stoo me I cought my hoss's anproval to experiment, partly on my own time and dime, to one if I could find a way to bring compliance awareness to life for our agency with an on-demand, Web-based program featuring video and audio clips, each running three

to five minutes. These movies would show employees being confronted with either privacy or security issues as they go about their normal duties. Each clip would cover a different topic: privacy concerns for cliniclans, students, workers and researchers, plus security ba-sics, such as how to protect your password, your computer and your data. The minimovies would present a scenario, demonstrate the danger

of noncompliance and then en back to show how to fully With a real budget for this sort of thing, we could just huy the videos. By making them ourselves, though, we would save money, have materials very specific to our needs and, as an added bonus, be

able to use our own agency employees as actors. It would be a bit like the Home & Garden Television series Design on a Dime, except we'll be making movies on a dime The first step is to devel

list of topics with the privacy

nization. The second step will be to determine for each topic what the bottom-line message is that we want employees to come away with and remember throughout their time at the asency. Then will come the creative work The streaming media technol-

ogy is already in place — Microsoft's 2003 Enteror Server We just have to find a way to make digital movie clins that can be edited and allow for insertion of privacy and security content

The other night, as I dragged myself through the door, my daughter pulled on my arm and begged me to watch a video she had made. I plopped down on the couch as she popped a CD into the player. A splash screen accompanied by jazzy music appeared on the TV screen. She

had shot video clips of her dance team with her digital camera, uploaded those to her computer and incorporated other video and audio, static content and still photos to make an impressive homemade movie. I asked ber how she had done it.

"Mom, don't you remer that software you bought me a while back? It's called Somy Vegas Movie Studio, I can combine all kinds of media and make my own movies now I love it, and I want to so into

graphic design as a profession." There, right in front of me, was the talent and the tools to pull together the awareness program. I wonder if she'll want me to pay her? I

WHAT DO YOU THINKS

for abvious reasons. Contact her as reachedy/Pyshoo com, or on the de-cussion in our logure **QuickLink** all

tools for agile developers. The release will include new views and advanced filters for delect management and the ability to four reports detailing the competencies of relations. The product will also becludes cross-project rejecting to delar projects and in our reporting views for managing development traums. A more placing in delayed to allow users to view and update takes within the Gispan Integrated Development Environment will also be included in S.S., execuring to of ficials at Boulder, Colo.-bassed Raily. The release is achesided to be available in two phases, with the defeat casterolastion features available Oct. 1 and the crosereporting and team monagement features available on Nov. 1. The

SOA Management Tool Gets Upgrade

Iool Gets Upgrade

In Infrario Inc. Lest week arnounced a new version of its flagsite product for managing and
powering the own components of
a service-oriented architecture.
The Oupertine, Calif-based company arrested infrario X-Registry
Pattern IS, which will but worn
cutalon, publish, premets, find and

apply policies to workflow and apply role-based security requirements. The product also includes a repository to store and perform version control of service attributes and data schemas. In the repository, users can apply security and requirements for servicelovel agreements through "debery contracts," which can be enterprised for itemated to a sin-

enterpersevele or Streem to a ungle user. Finally, the product will let users drive access control, as thorization, authorization and security from a single business view. X-Registry Plattern 5 in available new. Prices range from \$10,000 to \$150,000.

HP, Dell Plan Access To Verizon Data Net a Headed Packard Co. and Dell so that the users access the intervia Workson Wireless' data notria, the two U.S. manufacturers of last weak in separates stateunits. In the monocition, Dell has gun selling an external PC card at lots users access Verticen's DO (Evolution Data Optimized) tweets. NP plans to offer a similar rel in the noreline weaks.

IMLogic Aims to Secure IM Networks a Watter, Mark-based Milogic

Wathers, Manx.-based Billings, the Interference of pilip mani-play solution messaging appliance that it app helps enterprise conference source their Bill enterories against tracks. The Billings Bill Manager man EDIS 6000 is precentiqued this Billings's Bill Manager tool and integrated with the company's county amounted Billings's Residently amounted Billings's Residently.

M Manager S00000 manages, secures and logs all M traffic with sertified support for public M notnotice, including those of America Deline Inc., MSM and Aboo Inc. Pricing for the appliance starts at \$50,0000, with volume Rosening

Mobile Antivirus

III F-Source Corp. and Semariffeet AS are beauting up to deliver and virus software to mobile devices. F-Sacrav's artifertus software with the incorporated rise Semariffeet from Semariffeet that belt mobile operature semany antiferus setware on subscribe handsols ove the ab.* Il mobile operators done to a video-rability, antiferus software trum F-Sacraw can be delivered.

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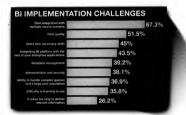
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Kace Launches

LAN Appliance

W Kace Hetworks Inc. has an Subs 2.0 an appliance designs to help midsize companies manann LAM nodes. It supports remote installation and distribution in integration for help deal et and provides reports on by vulnerabilities, according entain View, Calif.-based Kace. Pricing starts at \$7,500 for a 200 annie netwerk

Ardence Delivery Supports Linux

Ardence Inc., which uses ning technology to deliv ications to desistops for use as thin clients, will offer Linux support with Ardence 3.5, which was eased last week. The Waltham. Mass.-based company also sup-parts Windows, environments.

Virsa Upgrades Compliance App

Virsa Systems Inc. annou a new version of its Virsa Com emplance Suite for Or The noftware assesses the risk of all processed user-auth changes to the Oracle E-Busi suite before they are comm

to the production system, said ent. Calif. hased Virsa, It's us to Oracle software and and an audit trail of system use The suite will ship this fall, with irverage customer prices rangi

NextPage Offers Document Service

MextPage Inc. in Draper, Utah, has launched NextPage 2, a subscription-based document man ent service. It eliminates the need for a centralized rec said the company, NextPage 2 starts at \$99 per user ann

ROBERT L. METCHELL

Rise of the Virtual PC

M USING MICROSOFT WORD to write this column. But the version of Word executing on my laptop today isn't really installed on my machine: It was streamed to me by Softricity Inc.'s Soft-Grid Server in Boston, What's more, I'm running

only a partial instance of the program. I don't have a full copy loaded.

I don't need it.

Application virtualists tion software products available from vendors such as Softricity and App-Stream Inc., take advantage of that fact. These tools assemble the core parts of Word that I need to get up and comming and stream it to a cache on my lucal

On my machine that inirial download process was completed in about five minutes over a tema-thand link. By then, I had

amount of the program - about 10% to run Word and write this column. The rest of the program resides on a corner which stands reads to deliver other pieces if I need them

Once in cache, the virtual Word proarum loads and non-shout as fast so my locally installed copy. Access is transparent: As a user. I can run it by clicking on a Word desktop icon or by selecting Word from the Start menu.

If nothing else, this experiment lends credence to the idea that most people don't require 90% of what's in most desktop applications today. But it also shows how IT can overcome configuration and manageability challenges in innovative ways. Technology is Nurring the lines between applications and data, between local and remore execution, between client and

On the PC, application virtualization attacks the issue of configuration management. It also addresses the problem of Windows entropy - the gradual degradation of the operating

sestem over time as a result of the reneated installation and removal of programs

Deskton support groups spend hundreds of hours building customized installation files and doing regression testing to en sure that all of the registry antries and other chances made by each application don't step on one another.

Application virtualiza-

tion tools sidestep that by transing every setting that the application's instatter wants to modify and placing it in a virtual environment, along with an image of the application in the desired state. The workstation can then pull the resulting files into a local cache and run the program as a virtual

spolication Does the application live on the desktop or the server? To the user it doesn't matter. To IT applications become files that are centrally stored. managed and pushed out to local caches as needed. Applications be-

come just another data type To conserve network bandwidth. SoftGrid uses compression and some protocol optimization techniques. For updates, only changed data blocks are sent to the local machine's cache. Those same techniques are increasingly used to virtualize another data type chared files.

Wide-area file-services appliances, such as iShare from Tacit Networks Inc. act as virtual file servers that cache data at branch offices while the live data remains in the data center.

where it can be more effectively man need. With virtualization, neither programs nor data need to live locally. They just look and act like they do The line between remote and local

execution of programs is also fading. For example, Softricity's Zero Touch feature enables remote access to the user's desktop applications via a browser. But when the user clicks on the Word icon, the application may run locally from the cache, or the request may be redirected to execute on a Terminal Services or Citrix Systems

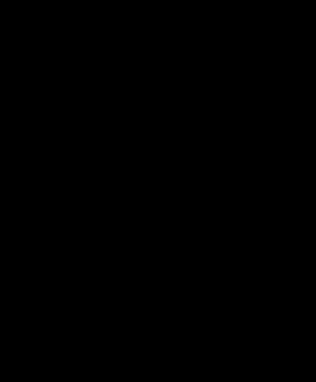
Am I running Word locally or via a virtual user-interface session in Terminal Services? The decision is made automatically for me, based on policies beyond to variables such as my location or available bandwidth. With virtualization, users can

access their own applications with their unique configuration settings. regardless of whether they're at work or on the road or whether they're accessing those applications from their own laptups, from a kiosk or from a colleague's cumputer. Virtualization means that users and their application environments are no longer machine-specific and conversely, the machines themselves are no longer mer-medific

Eventually, personal computing could become abstracted from the PC itself. A new generation of Universal Serial Bus smart drives, when integrated with U3 LLC's software, will let users launch some simple applications directly from a virtual desktop on a flash disk. The day is coming when you'll be able to plug a smart drive into any available computer boot from your personal USB device and start working with your applications. PC hardware will become an impersonal appliance, serving a virtual PC that fits into your pocket. O 56928

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For more on witual PCs read Rob Mitchell's blog



Kace Launches

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Meeting of Minds The ability to run a good virtual meeting is an increasingly important skill in the global marketplace. But it takes more the



Managers' Forum Paul Glen discusses the right and wrong reasons to switch to the management track. and he offers one reader an approach to a particularly delicate management challenge. Page 58

IT Cheat Sheet for CEOs

Your new CEO may not even know what he doesn't know. Paul M. Ingevaldson suggests that first was give him the questions. Then use the answers to jump-start your relationship. Page 56



NE THING that's certain about the city of Richmond Calif's SAP software implementation: Like many other public-sector software projects, it provokes controversy In 2000, the city spent \$4.5 million to procure SAP AG's R/3 human resources, financial, payroll and plant maintenance applications. with an eye toward retiring outdated systems and im-

proving services. The cost is paltry compared with the scores of millions of dollars that large corporations shell out regularly in their FRP rollouts. But the price was signif cant for Richmond - a cash-strapped city of 100,000 that soon after the implementation was hit with a

hadnet deficit of \$35 million. City councilor Tom Butt and other critics charge that the system's capabilities were misrepresented and that it never should have been sold into a municipal environment. As evidence, they point out that during budget preparations last year, the finance department ended up putting in significant

extra hours manually crunching the numbers rather than using R/3. "The entire budget was done using Excel spreadsheets, with no interconnections among depart-

ments," Butt says. "SAP is a high-powered system used by many Fortune 500 companies. Richmond bought a corporate version of it and was the guinea pie for municipal use." Butt was so preved that he even attempted (unsuc-

cessfully) to get the city council to pursue litigation against the integrator involved in the project.

Opposing View But there's another side to the story. Richmond IT Director Sue Hartman says that while the R/3 installation is an easy scapegoat, the problems were really the result of the city's massive lavoffs, budget cut-

backs and pay cuts. Between 2003 and 2004, 400 people were laid off, including some of the SAP-savvy finance employees and specially trained people who would have enabled the system to function as planned. As for the manual budget crunching, that was needed because a certain R/3 function was never implemented when priorities changed, she says.

Steve Peck, SAP's president of public-sector services, says that the company was candid with the city during the selection process and that the applications were chosen only after a formal evaluation that cluded other major vendors.

Richmond isn't aloue. Over the past year, about a

half-dozen highly visible, large-scale software instal-



Why do so many public IT projects seem to go wrong? By Marc L. Songini

lations in the public sector have been scrapped, de layed or subjected to close scrutiny over perceived shortcomings. Among them are the FBI's four-year, \$170 million

Virtual Case File software project (scrapped); the SAP rollouts of the cities of San Antonio and Taco ma, Wash. (working but subject to intense user criti-cism); and the \$800 million-plus telephony and case

management system developed by Electronic Data Systems Corp. for the Child Support Agency of the U.K.'s Department of Work and Pensions (criticized for overruns in time and budget).

When it comes to troubled IT projects, it seems

that the public sector is over-represented. But some observers say it's just that users there have a more public forum in which to air their dissatisfaction

5 Software created for the business/private sector will have a difficult time working in the public sector due to differences in how business is transacted

MARIE RENNER COURT ADMINISTRATOR MARION COUNTY IND

than users in the private sector.

In addition, says analyst Josh Greenhaum at Enterprise Applications Consulting in Berkeley, Calif.
governments are subject to transparency laws that
effect componitions only when CEOs deliver quarter-

by earnings reports.
"The Freedom of Information Act is one of the key
factors in all this," be says. "It shines a very, very
bright spotlight on an all-too-common set of problems that places oot just the public sector" but also

But it's also true that the public sector is still a new market for software vendors. There are some common themes that run through the troubled rollouts:

Less tech-savvy users.

Inexperienced contract negotiators.

Fewer resources to apply to the implementatioo.

Claims that vendors oversold their systems' capabilities to inexperienced municipal leaders or force-fit them into subootimal environments.

Mars and Venus

large projects in general.

The public sector differs in other ways that can make an ERP implementation an upilib nattle. Terry Kline mass works of a both environments. As ERP project manager for Cumbertand County, Pa. he worked on a successful implementation of a human resource, payroll and financial applications system from Lawson Software Inc.

In the review sector. Kline surs. he could immediate the property of the pro

ately escalate a problem during a rollout to a single executive and have it resolved. In his work for the county, however, he found hismself dealing with a range of department heads. And because of limited resources, Kilne says, he was limited to a project term about 30% smaller than he would use for a

similar project in the private sector.

Moreover, according to implementers, commercial applications can be a poor fit for town, city and state

"Software created for the business/private sector will have a difficult time working in the public sector due to differences in how business is transacted," says Mark Renner, court administrator for Marioo County, Iod., and a member of an Indiana Supreme Court bulichal Technology and Automation Commit-

tee board that's overseeing a troubled project.
The county has been participating in a \$92 million statewide court case management automation project that's facing a multiyear delay because of user-

friendliness and performance problems.

One difficulty that Remore cites is that the financials application chosen — 55A Global Technologies Inc.'s Masterpiece — was more suited to accounting

professionals in a large company than to clerks proc-

essing criminal fines.
"I think there were assumptions that since Masterpiece was used by corporate America, it would work for government." Renner says. "It was not until we started working with the application that we realized the differences in how the court clerk did business

and how private industry did business."

The lesson: "The public sector many times lacks experience because we do not have the occasion to negotiate large and complicated technology contracts," Remer says. "The public sector must hire the expertise to negotiate with the private sector on count forting."

Infiahtina

Differing priorities among IT-savvy implementers and the tech-challenged users and elected officials they serve can further challenge public-sector part-

In Tacoma, a rapid \$50 million installation of SAPbased EBP and CRM software has proved to be a bone of contention between the city government and the department heads responsible for its rollout and operation. Twaptine you get elected officials involved in something this complex, you're in trouble," says city councile pile Anderson. The system, which is roughly 2 years old, was meant (niteracts and modernite the city'd different

Cheer Up

NOT EVERY SYSTEMS DISTALLATION in the public sector his major burger. The Customer Service Request (CSS) systems tend historia in: Let have be related by 2001 for the city of Baltimore by the mandate of Mayor lateria ("Makely appears to have been a winner. The system processes memorargency of times are refer necessation and the processes memorargency of times are refer necessations."

of services. Because of the rapid implementation, however, some city workers complained about usability issues and payroll payment problems, and

ability issues and payroll payment problems, and Tacoma had to spend an additional \$270,000 to customize it. Amid user complaints, Anderson called for a public study to respond to doubts over the system's val-

we and analyze the way the contract was negotiated. **Clearly, this project could have been simpler.* she says, especially if it had been phased in over time and if the contract had stipulated that payment would require proof of the system's functional benefits, not simply its going live. In defense of the system, David Otto, director of

In defense of the system, David Otto, director of business information systems for Tiscoma, says the issues have more to do with the intense change management that was required than with the system's functionality. The same resistance to change would be present in a private-sector rollout, be says, but it would be less publicited.

By its nature, the public sector seldom gets to fail quietly, so it may get more had publicly than it deserves. But it clearly needs to improve its skills at choosing, negotiating and managing massive IT projects. Whether it hitse the required skills of ordevlops them the hard way, the sooner it does so, the sooner stories publicitizing public-sector IT projects as boomdoggles will disappear from the front pages of local newspapers. October 15, 200

from patronage politics to performance politics," says Baltimore CIO Elliot Schlanger.

Among the results: a 60% rate of completing service requests and an 60% rate of meeting or beating delivery temples, see well as in education in continue and the elements on of mercroductive progress. In addition, by conscillating 52% in 550 decertainable call-states into 50 contributed progressic automatic service agents, the other progressic automatic productive agents, the other progressic automatic service agents and the service and the service

- Marc L Son

What separates winning public-sector projects from also-rans? ERP veterans and analysts say these factors can make the crucial difference:

- Dun't be oversaid. Make sure the software fits your organization's mode.

If you had authors contract regulation experience, get help.

- Time an assaulter spanner who will raily the troops and cut through red tape.

Obtain bay in at all brock of the organization to send infiglifully during implementation.
 But I shim on implementation, figurly enough people and resources to do it right.

" Hip out the human processes that will be affected, and plan for appropriate change assessment

· Main surreums are properly trained.



HACKERS, VIRUSES, AND WORMS



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Meeting MINDS

Running a good virtual meeting takes more than technology. **By Mary K. Pratt**

ONALD BERMAN had a dilemma: He supervised managers all over the country but found traveling for group meetings to be an expensive inconvenience. "The travel was killing me, and I thought there must be a hetter way to meet."

there must be a notice way to nices, be says. So about five years ago, he tried using phone lines and a shared electronic whiteboard to connect 10 people as

they hammered out a compensation spreadsheet.

Berman found that a process that used to take hours of discussion in person was whittled down to one hour

 without the time and expense of traveling.
 He says the shared application helped everyone focus on the task at hand in a way that doesn't always hap-

pen in a conference room. And "everyone sees what's being done, so you build trust up rapidly," he says. "Like e-mail, it changed the communication path," says Berman, now first vice president of virtual technolories and curriculum development at

Countrywide Financial Corp., a financial services company in Calabasas, Calif. Berman has achieved what many

managers only dream of: an effective, efficient virtual meeting. Experts say that businesspeople — IT leaders included — generally doo'r trun productive meetings. They allow participants to get bogged down in unfrocused discussions or sidetrached checking e-mails on handheld devices. And those problems grow exponential-

ly when meetings aren't face to face.

But in the increasingly global economy, companies can't tolerate that kind of inefficiency anymore. To get work

done, teams often need to connect virtually, and the pressure is on to do

it right.
"You have to try much harder in a virtual meeting," says Naomi Karten, principal at Karten Associates, a consulting firm in Randolph, Mass. Running a virtual meeting takes preparation, special skills to ensure

that all participants are engaged and an understanding that technology should facilitate — not overpower — the meeting's agenda.
"The technology needs to

"The technology needs to fade into the background," says Dan Rickard, Calgary, Alberta-based director of customer solutions at Elhuminate Inc., a provider of collaboration software.

Prep Work

roup visto for a good virtual meeting begins well before it starts. At Software Cost, and it is removed, Calif., who Software Cost, and it removed, Calif., who cotting materials 24 to 48 hours in advence, and Chief Technology Officer Coolin Bodell expects meeting particle pants to read them. "The more preparation work we do, the more efficient the call" he sets.

Berman holds practice sessions to ensure success. "If the presenter doing the meeting isn't comfortable, people know it, and typically the meetings don't run very well," he says. So the first time someone is scheduled to run a virtual meeting, Berman helps with a virtual meeting, Berman helps with a

walk-through to head off problems. Berman remembers working with one senior-level executive who tried using a besider during a walk-through. "Every word was tough for him" because of the unfamiliar technology. Berman saws, so be had the exec use

his own speakerphone instead. "He was a different person. In his own environment using his own phone, he was ovent." Berman says.

And while you're helping presenters iron out the wrinkles, veterans suggest that you test your technology as well.

Getting Started Start the meeting on time, says Karten.

Tardiness wastes people's time and tries their patience. Depending on the technology in use, starting late can waste lots of money, too.

Always introduce all participants—
if not by name, at least by office. That
way, everyone feels like a part of what's
going on, says Guy Weity, manager of
global media networks and collaborative services at W.R. Grace & Co., a
chemical company in Columbia, Md.

chemical company in Commun, Mo.
Choose your words carefully, for example, virtual participants, particularly
those connected only by audio, won't
understand when the meeting leader
points to a line item and says, "Let's

talk about this."
"You really have to imagine that
everyone is blind," says Rosalee Hermens, a former ClO and now principal
at IT management consulting firm Hermens & Associates in Newton, Mass.
Eccepies contricionate mapped is a

mens & Associates in Newton, Mass. Keeping participants engaged is a challenge in any meeting, but especially in a virtual conclave. Karter rensembers giving a video presentation from an office on the U.S. East Coast linked with Asia and Australia. She witnessed people getting up to get food, and abszaw one participant trying to stealthily

read a magazine.

Don't he afraid to single out those digital drifters, says Jim Wagner, program manager for live virtual classroom at Sun Education, part of Sun

"We use humiliation when it's obvious someone isn't paying attention," he chuckles. "It's handled in a light way. We might say, 'Turn your mute button

off and get back in the meeting. It works very well." The more engaging the meeting, the

The more engaging the meeting, the less likely you'll need to use that kind of tactic. So doo't overlook the obvious. For example, repeat questions and comments if there's a chance some narticinants couldn't hear the sneakers.

Many experts recommend appointing a moderator or facilizator to keep the meeting moving and to help meeting leaders keep track of participants waiting to speak. "The moderator can pash all the buttons and do all the (technical) stuff in the background, so the person owning the meeting doesn't have to do all that," says Wagners."

have to do all that," says Wagner. Welty assigns bridge operators from IT to monitor activity on large virtual meetings. They can muste individual connections, disconnect and redid and even adjust an individual's volume. Chorrographing a virtual meeting that well are all the same and even adjust an individual's volume. Chorrographing a virtual meeting takes snore time and effort than running a face-to-face get-together, but commanies that wags to compete on a

global scale have no choice but to excel at this.

"It's going to take a mind change," Richard says, "but when the culture catches up to virtual meetings, the

benefit will be that instant access to information." © 56700

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e in the technical realm or move into #? If you want to go into ment because you feel that

your technical skills are outdated, I can give you advice in a single word: Don't. If you want to go into manageme ase you're sick of taking orders

from some idiot, don't. If was want to go into man because you don't want to learn something new, don't.

Being a technical manager is entire ifferent from being a technical producer. The transition is quite difficult and requires learning an entirely new set of skills. Although it's a great deal of work, it's much easier to update your technical skills than it is to tra tion into an entirely different career.

That said, there are many good rea-

sons to make the change If you love being in the middle of sings, being in the know and having influence on decisions, then manage-

ment may be for you. If you are ready to accept personal responsibility for the productivity of a group and the careers of individuals in

the group, then management may be for you If you find helping others learn to

build something more satisfying than building something yourself, then management may be for you.

Our industry has way too few good managers with benevolent motives. If you've got them, by all means, ioin us. However, I do want to question one of your premises. As far as I can tell, mainframe skills are not in poor deand. I was recently at a gathering of HR directors who support large IT or-ganizations, and the biggest complaint

that they had was their inability to find good mainframe people. These directors, especially those in the government and banking sectors, are ab-solutely terrified that they won't be able to find competent and willing people to maintain the back-end sys-

tems on which they rely My oness is that you can work as ong as you want as a technical mainframe person. Your skills are rare and valuable just as they are.

Follow-up: is there another rea other than management or test oal? Yes, there are alternati wing either technical or man agerial career paths. In fact, as outsourcing has become more prevalent, many consider these other positions to

Business analysts translate business requirements into technical requirements, no management or code required. Relationship managers act as a buffer between IT and its business clients. They maintain productive relationshine between the two evours and need many skills that are neither strictly technical nor managerial.

I have hired a really strong techni-cal parformer who is doing a great job. The problem is that the people who work with him continually complain to me about his poor hygiens. What can I do? So you've got a stinker! Not fun.

As a manager, I've found this situa-tion one of the hardest to deal with. I've had to have this conversation, and it was even harder than firing someone Philosophically, if people are doing

excellent work, their personal lives are irrelevant. Most managers wouldn't dream of telling someone what church. synagogue or mosque to attend, who to date or what jewelry to wear.

Fuen telling people that the clothes

they choose to wear don't reflect the image that the organization wants to project is much easier than talking to someone about BO. It's an invasion into someone's most

nemonal babits and preferences. The only subject that I can think of that would be more difficult to discuss in an office environment would be som one's erotic life (which, luckily, hits the managerial radar screen only rarely). But unfortunately, sometimes peop do bring evidence of their personal hy-ciene habits to work in unmistakable ways, and you can't ignore the problem. If someone were to wear incredibly potent perfume that aggravated co-workers' allergies, few would hesitate

to broach the subject. So it is with BO. If it serves as a distraction and an impediment to productivity, you need to address it politely, directly and privately.

If your potent person is from anoth er country, you've got a relatively easy angle. You can explain how a century of product marketing has convinced Americans that natural body smells are bad and distracting. You can say that Americans believe that artificial smells are a sign of cleanliness and virtue.

If your stinker is just a stinker, then you've got to hold your nose and tell the truth. Stick to the facts, not value judgments. Don't attack or belittle. Just explain that anonymous co-workers have brought to your attention that they are distracted by BO. Ask for the person's help respecting others' sensiMore on Business Analysts And Relationship Managers

Employers Of Choice

The top five "ideal employers," as ranked by the IT undergraduates who were among the 29,000 U.S. college students surveyed between December 2004 and March 2005 by Universum namunications for

2 Microsoft Corp.

3 Intel Corp. Apple Computer Inc.

Dell Inc.

THE TROUBLE WITH TRAINING

Page compiled by Jamie Ecide

respect a scarcity of IT skills in the next two or do you aspect to downsize staff?

MANAGERS' FORUM



I have 30 years' experience in data processing, atrect entirely on the mainfrarre, which hasn't been in demand for come time. My skills and repoire much training. Do you have any suppetions for people who can't decide whether to combine the combine of the can't decide whether to combine the can't decide whether the can't decide whet

tinus in the technical realm or move into management? If you want to go into management because you feel that your technical skills are outdated, I can give you advice in a single word: Don't If you want to go into management because you're sake of taking orders

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More on Business Analysts And Relationship Managers

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Dell Inc.

THE TROUBLE WITH TRAINING

FORRESTER RESEARCH INC is barrow the drum for retraining, in a "Best Practices" research note, analyst Richard Pryood says experionced staffers who are transferred to a service provider through an outsourcing contract often need technical retraining - in new methodologies like ITIL and Cobit newer develcoment languages and integration techrologies. What's needed he says, is longterm consistent education but what's neperally available are short, opportunistic training

sessions that don't meet the new demands. placed on (T

Sessions like The basics of ITIL in two days' or TT project management in five days' don't give iT people enough ammunition to tackle today's challenges." Pernot writes.

"Outsourced operation experts or outsourced developers need a thorough overview of new technologies and new methodologies; sensor workers have generally received irregular training during their career, and the people targeted for IT management positions require training in a wide range of discrinings.

He encourages companies to draw up training plans designed to meet the needs of what he calls the new IT worker and to craft incentwes to help them retain their best talent after training. He also calls on businesses to work. toward influencing governments and universities to create adult education courses that are designed to meet business needs.

Page completity Jamie Eckle.

A Young Ambassador for

COLLEGE STUDENTS who wonder whether there's much left to accomplish in IT need look no further than Nizam Ishmeri. a 30-wee-old University of Texas producte

who has 13 arrowed nations and scores more in the works. This conduct of public schools in Queens NY and Lufkin ferse is also the ununcert common to body the title of

IBM meeter inventor Ishmool's artisal inh is to evaluate some of IBM's alohe and beta softween, and

the patent work is sunt something extra he does. Tam required to have a ontive understan ing of IBM softwere and n-source technology at a feat level," he says. "But many I know on a detailed technical level. So when I look at the softween I think

of ways that it could be better, such as coming up with new functionality or updates that can be made to the user interface. Coming on with new ideas is best a small part of the solution I have a team I work

with and we besinessen about all the ways to imple ment the ideas He also does intercetor work, which he enjoys because it has allowed him to travel the world because he likes to solve problems and The cause it connects me to the bigger things

that IBM as a company is trying to achieve." And inhouse teaches, which he saws he finds satisfying because it's an ongoing nge for him to improve his teaching

and presentation skills senting to a group of people is not

ng that comes naturally to me." he says. "So I took a few IBM-sponsored public speaking classes to build my skills

Another of his roles is IBM university ambassador, furthering the work of the IBM ademic Initiative. This includes present ing at student-organized functions, holding inclures about software technology for pro-

fessors and students, and educating audiences about nnon standards These an 15-year-old other who just graduated

from both orthool on I have learned how to communicate with vound people." There been giving him and his friends college ad vice for the past few years. We most often debate the

differences between large small and community on lones, and inhe in the conporate world vs. other jobs. he explains. "I have been working since I was 16 veers old - as a fast-food manager memory four guide, waiter, construction

worker and security quare - so I could explain the dif lerences between the jobs I think of ways these high school grads have now versus the jobs that it could ey could have in the buture working at a large

HIZAM ISHMAEL. ISM MASTER INVENTOR Does Ishmool think many young people will follow him into the technology field? "My younger brother and his friends like to ask questions related to my job and fechnology.

so I tell them about the role technology plays in areas that pique their interest," he seys. These gotten mixed responses from them. The high school students who spend more time on the computer seem to be more excited than the students who have es exposure to computer technologies

- Jamie Eckle



ing	on	the	Horizon

Downsi Do you expect a scarcity of IT skills in the n years, or do you expect to downsize staff?

When I look

at the

software.

be better.

Scarcity -Downsize No change planned or expected

BASE: 53 IT executives in Forester Research's Ovel program, reported July 2005

EXEC TRACK

Ameritrade Picks **Rartlett as CIO**

Ameritrade Holding Corp. in Oma-he has named JERRY BARTLETT CIO Burtlett previously second as Ameritrade's vice president of application development and quality secureora Balore inicion Ameritrade in 1999, he held various management positions at St. Paul Co. and the American Red Cross. Bartlett was recognized as one of uterworld's 2005 Premier

Rinaldi to Head IT at NASA JPI

JAMES RIKALDI was appoint CIO at NASA's Jet Propulsion Laboratory in Pasadena, Calil. He will serve on the JPL's executive and strategic management coun-cils. Risaldi proviously was CIO at the U.S. Food and Drug Administration. Prior to that, he was di rector of the e-government program office and chief of IT services at the internal Revenue Service. He also spent 16 years at Marriett International Inc.

Mercury Taps Claudio to Lead IT

Mercury Interactive Corp., a maker of business optimization soft-ware in Mountain View, Calif., has named CECILIA CLAUDIO CIO. Previously she was CIO at Align Technology Inc. and Zurich Financial Services.

Monteith Joins Mason as CIO

sero Com. a home improve ment and building products man-ufacturer in Taylor, Mich., has ap-HILITIAN L MONTEJTH to the newly created position of vice president and CIO. He will re-port to Masco President and Chief erating Officer Alan Barry. reteith comes to Masco from reino's Pizza Inc., where he was CIO, Previously, he held sev eral senior management positi including COO.

PACT ACTNGEVALDSON

IT Cheat Sheet For CFOs

♥ HERE CAN'T BE a more daunting task for a new CEO (whether promoted from inside or recruited from outside) than to try to understand the status of the IT department. It's a difficult area to become comfortable with, since most CEOs aren't schooled in IT

operations. I believe it's the responsibility of the CIO to make that educational process as productive and painless as posrible CIOs who can do that

have a much better chance of reporting to the new CEO. In an attempt to help you help your new executive through this process. I've listed cutht IT areas that should be the focus of the CFO and listed the questions a newcomer should ask. I be-

lieve this series of questions and answers could allow the CEO to get a quick handle on the IT operation and the issues that are

important to top management. Hardware Let's start with our equipment infra

structure. Please describe for me our data center environment. What kind of equipment is located in which facilities?

■ Do we have equipment outside of our facilities? Are major upgrades planned?

Disaster Recovery What are our plans should a disaster

such as a fire or flood incapacitate one of our facilities? ■ Do we rely on a "hot" backup facility, or are we expecting to use one of our

other facilities? Is the plan tested on a regular basis? If so, what have been the results? Please explain our current file backup and off-site retention policy.

Systems Operations

How do our operational seeterms work on a day-to-day

What are the really critical IT activities that could offeet our husiness?

 Have the systems been easible or volatile over the past six months?

 Do we use an enterprise waters from a single winder. or do we bring in best-ofbreed applications? Do we have a lot of cus-

tomized applications? New System Methodology there do not initiate man projected

Do you decide what we should work on, or is that the job of some type of steering committee? If the latter, how does that process work? If the former,

how do you do it? ■ Does each department pay for its own IT services, or is IT considered a corporate expense? Do you agree with

■ Do we use consultants and/or outsourcers? If so, how is this usage determiner^D ■ How do we track progress?

■ Describe for me the major projects under development. Are any in trouble? How are we doing with Sarbanes-Oxley Act compliance? How about other regulatory requirements?

IT Budget

this arrangement?

Please review for me the components of the IT budget.

■ What percentage of corporate revcome does IT department expense account for? Has this percentage been changing over the past five years?

IT Personnel

When is the breakdown of IT personnel. such as development or operations? ■ Has this number been changing over the rest five years? Can you review for me the makeup

for conjur leaders and yourself? System Security

weaknesses, and your succession plan We've talked about physical security, but attempts to crack into our system and compromise our operations could be even more devastating

of your promization, its strengths and

■ Who's in change of security? Are you comfortable with his skill level and lovalty to our company?

How do you monitor this area, and what is your assessment of our level of rentection?

Long-Range Planning

What is your vision of how we should continue to automate and digitize our companyl

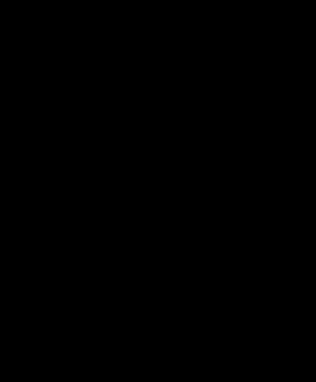
■ Do we have a long-rappe plan for IT that supports our corporate long-range plan?

Are you involved in that process? What are some interesting technoloeies that you think could help us? This is by no means a complete list,

but it will get the new CEO actively involved in the top-level issues that executives need to understand. The meeting to discuss there issues is one of the most important for you, the CIO. It will set the store for the type of reporting relationship that will be established. Frame your answers in business terms that the boss can understand. Good luck: O 56646

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Rinaldi to Head IT - WASA . IPI

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PAUL M. INGEVALDSON

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Welcome and Opening Remarks

8:40am - 9:15am Personal Computer Vision State S

9:15am - 0:45am Project Writed Gateway: Streamfieling Health Services Delivers to Messachusekhi.

Lovel Guidering, Chail Sochwology Shebapet,
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Update: State Street's Independenture

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ety of IT services, including

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and monitoring to about 190

Ferdman said that all of his

that the company replicates its

IT systems are redundant and

own data to a facility 30 miles

were in northern Houston.

Asked if he would consider renlicating data in an out-of-

region facility, Ferdman said,

We feel very confident that

the location this is in is suffi-

ciently remote."

Houston-area companies

Continued from page I

Rita

"The impact of a Category 4 or 5 hurricane is something

Laneston said. *Even a near miss by a storm of this magnitude will have significant im-Allied's contingency plant

one or two weeks, he said. But should be considered in case a

our nower in our corporate of-Goes for as long as two weeks" if the breat of such a storm hits the area, Langston said The company has around 150 employees at its headquarters. including about 16 IT staffers. One concern for Allied is that although it uses a data

backup service from Cyrus-One Networks LLC, that comname is also in Houston, "That is something that in retrospect we are uning to look at later." I aneston said

CyrusOpe President and CFO Dave Ferdman agreed that "everyone is a lot more sensitive [about major storms] today than before Katrina. We certainly are proving a lot more extention to it

Ferdman said his company has brought in four times the normal amount of diese) fuel to keep its backup generators running, CyrusOne also has satellite phones in case local communications networks are disrupted.

Increasing Interest Dave Russell, an analyst at

Gartner Inc., said there has been a tremendous increase in the author of companies seeking third-party off-site bosting facilities for their data and IT and business systems since Katrina hit last month. "We've had a lot of inquiries with regard to lone-distance rentication of data." Russell said. "I think these storms

Shelley Wall, IT operations and network manager for the Mental Health and Mental Retardation Authority of Harris County in Houston, said her IT team worked last week to organize off-site backups and distribute them among personnel to make sure the data is available after the storm.

from an economic perspective and saying, 'Maybe we can jusrify spending money on extended replication [of data]."

most important part of our communications is our phone system* said Wall. The agency now issues cell phones and has wireless connectivity for laptops. It also issued e-mailanabled BlackBerry devices to most of its staff. Kevin Roden, C10 at Iron Mountain Inc., a provider of off-site records storage ser-

"We did a lot of relief work

for Karrina, and we found the

vices said that 29 of its 10 facilities in the Houston area are dedicated to paper records storage. The other stores electronic and magnetic media. All are expected to survive intact, he said. O 57047

Florida IT Workers Help Mississippi Regain Power

Litility employees deliver supplies. satellite phones

When Hurricane Ivan tors through the Florida panhandle

a year ago, J.T. Young was one of bundreds of residents whose homes were damaged. So when Hurricane Katrina slummed into the Gulf Coast on Ang. 29, the regional CIO at Gulf Power Co. was quick to lend support to some of the more than 600 workers at sister company Mississippi Pow-er Co. who either lost their homes or suffered significant

property demage.

"My home was damaged by from so I know firsthand what it's like to be in that situation." said Young. He was one of over 500 workers from Pensacola, Fig.-based Gulf Power who traveled to Mississippi to distribute food and other sup-

plies to displaced Mississippi Power workers. Roughly half of Gulf Power's 46 IT staffers traveled to Mississippi to help restore Gulfnort-based Mississippi Power's telecommunications

and fiber-optic network. With virtually all voice com munications knocked out in Mississipoi by Katrina, Gulf Power sent 65 satellite phon to Mississippi Power to enable

the utility to communicat with Atlanta-based Southern Co. - its parent company and with suppliers and busi-

ness partners that were beloine it restore power, said Young. The phones also allowed Mississippi Power executives to take part in Crispit, or "critical information process in IT."
a plan under which business and IT leaders from Mississip Power and Southern Co. hold

conference calls twice daily to coordinate restoration efforts. One of the things we do in IT at Gulf Power and at South em Co is to begin our Iburri-

cane) preparations fairly ear-ly," said Young. For instance, Gulf Power set up a storm center three days before Katrima reached the mainland and activated the center the day before the

uneil it's safe to return.

have long called for making

temporary arrangements to relocate its headquarters for Karrina showed that much longer-term arrangements disaster is more serious.

"We think we may be with-

Gulf Coast Recovering As Rita Looms

niscina II netthe Gulf of Ma his time's servers and PCs be

hn Lawren, CIO at Tolar rolly, the city's largest p recipiese, said his if sta ed to restart a trus od in the data con

rine in a friend's beser ny Senyer, CEO of 104 age Rooi Fetale eur-old Sewyer Heel Esti nc. in Gullbort, Mes., bro

time's survers and PCS tack ine lest week. The building in which Sew-Real Estate is located - only O feet from the guil - had an flooded by 6 feet of water in socceed by 5 leet of water ing Kateria. The storm's pe waterlogged the firm's 14 cal servers, forcing it to buy

er was able to reco customer, property and for

data recovery services Krall Ontrack Inc. in Ed "If wo'd known how her

trina) was going to be, we ad have gotten all the con lon," he said. As for Rits, Sowyer said he's cilciant that the storm will

Sawyer said that in the fu in to a storage provider to saind in an area of the co

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are raising awareness.

"You're talking [about] over

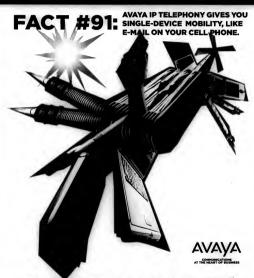
half the coast of this country"

threatened by recent storms.

looking at disaster recovery

he said. "People are really

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Continued from pare I Oracle

It would be foolish not to be concerned about the future. and the Schaudies Ir elobal vice president of e-commerce at Manpower Inc., a staffing services provider in Milwaukee, Schaudies, a PeopleSoft user who spoke at Open-World, said his company's re-lationship with Oracle has



But Manpower is nevertheless waiting to see if Oracle delivers on its road map and whether the planned \$5.85 billion buy of Siebel Systems Inc. will affect that strategy. "We are going into this with eves wide open," Schaudies said. He also said that he wants to make sure the Fusion project. Oracle's plan to build modular.

hines the best of its own systems and the acquired technologies, is fully standardsbased. Oracle is looking to would the mistakes made by PeopleSoft Inc. after it acquired LD. Edwards & Co., by constantly communicating with users, executives said. In that yein, Oracle CEO Larry Ellison said at Open-

World that Oracle will focus on building standards-based middleware and applications over the next two weers Oracle used the OpenWorld stage to unwell what it called

hot-pluspable infrastructure software, which will allow its products to he snapped into those of its own partners and rivals such as IBM. Ellison said Oracle will use service-oriented architecture technology in its development of future prodnets which will allow com nice to maintain existing FRP vestments, Ellison said. Fillison also said the com-

pany's acquisition strategy looks to gain know-how as much as software. "It's not about trying to preserve code bases," he said, "It's about trying to preserve experience." Despite Ellison's openness about Oracle's strategy, "all vendors remain on probation at all times," said John Matelski, deputy CIO of the city of

Orlando, which is a PeopleSoft

Filison Talks About the State of Oracle

In a legynote held during Oracin's OpenWorld conference here

and week, Oncin founder and EO Larry Ellean took to be soapbox to give his sieves on a number of

shop. "Technology and business processes evolve so rapid ly that we need to be flexible and adaptable. If a vendor is unable to be just that, they run the risk of being replaced." PeopleSoft user Green Mountain Coffee Roasters Inc.

is keeping a close eye on Fu-

profications are important to

competitive success, Elv said.

sion to ensure that it will support its custom code, said Rod Ely, the company's application development manager and sys-tems architect. Some custom

te it's not we

Phil Walton, group director of IT at Soirent Communications Inc., said he's encouraged by Oracle's moves so far. especially its decision to offer links to third-party tools like IBM's WebSphere middlemare. © 57050

lava-based software that com-**Oracle Revamps Support Plan**

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ich uses PeopleS ers, said the plen ed but he is welli

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FRANK HAYES • FRANKLY SPEAKING

Eye of the Beholder

SAW SOME VERY GOOD IDEAS, and a few great ones, at DemoFall last week, (You know the Demo gimmick: Each vendor gets just six minutes to pitch its new product.) A company called U3 lets you run your entire PC desktop directly from a USB thumb drive. IntelliReach has an appliance that keeps your e-mail system from ever going down, while Barracuda has a dandy instant-messaging firewall appliance. Sana Security and Determina have come up with new ways to block malware. And those are just some of the ones with IT-shop appeal (go to QuickLink a7160 for my quick takes on all 65 exhibitors).

And, as usual, I saw some had ideas, too.

Like the one from Powware, which has a code-free application development system you use by drawing diagrams on a screeo by hand it guides you through with audio prompts. Yeah, that's what professional programmers need Or ActiveWord Systems, whose shorthand system for using tablet PCs is apparently for people who thought writing on a screen by hand waso't kludgy enough.

A company called Skyler Technology believes its proprietary database technology (based somehow on using prime oumbers to create indeves) can take over the world of huge, highperformance databases, H3.com has what may be best described as a system for kickbackbased employee referral by virtual strangers. somehow they not their idea from the fact that the best would-be employees are recommended by current employees

And United Keys offers a keyboard with little LCD displays on the function-key caps - and they can change at a moment's notice, so you have to keep staring at the keyboard or you'll

never be sure what any function key will do. Are these truly bad ideas? They sure sound like it to me. But I'm. glad they'll be on the market. Why? Partly because it means in-

vestors are once again willing to make low-percentage bets on loopy IT product ideas. That's a sign that investment money is loosening up - and business is picking up. When had ideas can get funded, it's good news for good ideas, too.

the market is smarter than I am. Yes, these ideas sound hopeless to me. Among all the smart, elegant

But I'm also glad because I know

products trotted out at DemoFall for IT departments, consumers, retailers, real estate ageots, bloggers, eBay shoppers and photo fanatics, these just seem clueless.

Truth is, though, the ground is littered with smart, elegant products. The market - prival customers making actual buying decisions doesn't always agree with smart, elegant theory. So good ideas don't always succeed, and bad ideas don't always fail. Or, more accurately, what look like good ideas to pundits, deep thinkers and smart, elegant people may not

look quite the same to real users. And no matter how clucless, useless or hopeless something appears at first glance, real users may decide it's what they want. And that

makes it a good idea. Keen that in mind next time someone on

your IT staff brings a bad idea to you Sure, you could explain at length why it's wrongheaded. And you should explain if it poses a requine threat to security, reliability or availability. But if it's just dumb, not dangeros maybe you should have that staffer try building

a business case - starting with some discussions with users about what they want Chances are, that bad idea will evaporate once users give it the

gimlet eye. Most bad ideas do. And your bad-idea staffer will come away with a better notion of what

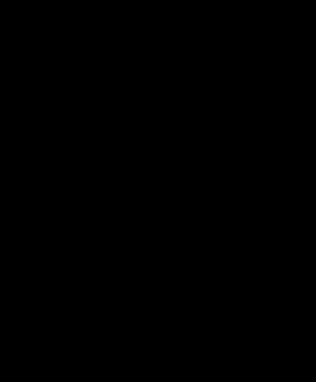
so had to users? If they like it and their managers back it, and executives fund it? Then you've helped find a good idea after all.











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users want.

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